

NAVAL POSTGRADUATE SCHOOL

Monterey, California



A PRELIMINARY ANALYSIS OF THE 1999 USMC WEB-BASED EXIT SURVEY

by

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June 2000

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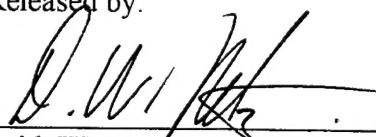
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ABSTRACT

In 1999, data were gathered from 2537 enlisted members of the United States Marine Corps (USMC) who were in the process of ending active duty service. The purpose of the web-based Exit Survey was to assess the factors contributing to the decision to leave active duty service. Items included in the survey represented such factors as: pay and benefits, job characteristics, career issues, family and personal life, leadership, culture, standards, unit morale, personal freedom, and optempo. Overall findings are reported for the total sample, as well as specific subgroup comparisons of interest (e.g. those with hi-tech skills; "careerists" vs. first termers; married vs. single; ethnic minorities; women). Findings show that, overall, three factors were most influential in respondents' decision to leave: civilian career opportunities, pay, and limitations on personal freedom. Additional factors given high ratings include: unit morale, time away from home and family, limited opportunities in primary MOS, promotion fairness, and changes in the way the Marine Corps is being utilized. This report also includes data on the factors respondents reported were "hardest to give up" in making this decision. Specific subgroup findings are presented as well as implications improving retention.

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BACKGROUND

Since Fiscal Year 1997, the Marine Corps has been experiencing higher than normal attrition rates for both officers and enlisted. While the Marine Corps has continued to meet retention and recruiting goals and thus achieve its congressionally mandated endstrength, the increased attrition has led to an increase in skill (MOS) imbalances. This has, in turn, resulted in assignment turmoil as well as increased training costs (HQMC, 1999). In order to fully address the issue of higher attrition, the Marine Corps must have a better understanding of why the increased attrition is taking place. To date, there has been a fair amount of anecdotal evidence available, but there has been no reliable survey data.

In 1998, the Naval Postgraduate School undertook the design and analysis of two web-based surveys to more systematically evaluate critical factors contributing to exit and retention decisions of active duty Marines. The technical development of the web-site was managed by HQMC. The purpose of this report is to provide the results of preliminary analyses of the Exit Survey that was administered May-September 1999.

Survey Design

The Exit Survey incorporates items identified from the research literature on factors contributing to retention and exit behavior (e.g., Kerr, 1997; Laurence, Naughton & Harris, 1995; Locke, 1991; Natter, Lopez & Hodges, 1998; Perry, Griffith & White, 1991; Thomas & Barrios-Choplin, 1996; Thomas, 1995; Yukl, 1998; Zinner, 1997), Marine Corps manpower experts, and previously designed surveys (e.g., USMC Enlisted Separation Questionnaire; 1992 DoD Survey of Enlisted Personnel; Dolfini-Reed, Gasch & Lawler, 1997; Thomas & Jansen, 1998). The survey has five major components. (See Appendix A for the final form of the Exit Survey including all items and the instructions as they were presented to the respondent.) The first component included demographic characteristics. The demographic data for each respondent were later enhanced by merging additional information from existing databases from HQMC. A question on career intention at the end of the demographics section of the survey enabled us to identify the Marines who were exiting voluntarily. This is the key target group that is included in the analysis reported here.

The second component of the Exit Survey asked the respondent to rate a set of seventy-three factors in terms of the importance of each to their decision to leave active duty service in the Marine Corps. A 4-point scale was used where 1=not important and 4=very important. The items included in the survey represented the following general domains:

- pay and benefits
- job characteristics
- career issues
- family and personal life
- leadership
- culture and standards

To facilitate the analysis of this section of the data, it was necessary to reduce the number of factors. This was accomplished by using an exploratory factor analysis followed by reliability analysis to identify factors that had high inter-item correlation and discriminant validity. Of the original set of seventy-three (73) items, fifty-six (56) were included in composite variables. Table 1 presents each composite variable and the items that comprise it. Cronbach's coefficient alpha rating of internal consistency is given for each of these constructed variables.¹ Rating scores for each composite factor were calculated using a simple mean of the ratings for all the items that comprise the variable. In this way, the ratings of composite factors can be interpreted and compared using the same 4-point rating scale described above. The remaining 17 individual factors in this section of the survey were included in all analyses as single items.

Table 1: Composite Variables for Factors Influencing Decision to Leave

PAY (alpha=.90)
Current pay
Anticipated future pay
INCENTIVE PAY (alpha=.97)
Availability of incentive pay
Amount of incentive pay
MEDICAL/RETIREMENT BENEFITS (alpha=.90)
Current retirement benefits
Possible changes to future retirement benefits
Current medical/dental benefits
Possible changes to future medical/dental benefits
OTHER BENEFITS (alpha=.89)
Quality of housing
Availability of housing
Quality of family support services
Availability of family support services
Quality of recreational services
LEADERSHIP CHARACTERISTICS (alpha=.93)
Communication to Marines about issues affecting them
Immediate seniors' focus on personal advancement over the good of the unit
Immediate seniors' treatment of subordinates
Immediate seniors' consideration of input from individual Marines
Immediate seniors' technical competence

¹Cronbach's coefficient alpha can range from 0 to 1; a rating greater than .70 is generally considered acceptable internal consistency for research purposes.

Table 1: Composite Variables for Factors Influencing Decision to Leave (cont'd)

QUALITY OF COMMISSIONED OFFICER LEADERSHIP (alpha=.87)

- Quality of General Officer leadership
- Quality of Field Grade Officer leadership
- Quality of Junior Officer leadership
- Quality of Warrant Officer leadership

QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP (alpha=.81)

- Quality of NCO leadership
- Quality of SNCO leadership

CAREER ADVANCEMENT AND DEVELOPMENT (alpha=.79)

- Advancement opportunities
- Promotion fairness
- Opportunities for career development (training, education)

MOS OPPORTUNITIES (alpha=.79)

- Desirability of PMOS
- Limited career opportunities in PMOS
- Limited career opportunities outside PMOS

JOB CHARACTERISTICS (alpha=.85)

- Fairness of distribution of workload
- Authority to do my job effectively
- Feedback on my job performance
- Availability of equipment to do my job effectively
- Number of hours required by work
- Level of current job responsibility too low
- Work not challenging enough
- Outside demands that interfere with training

TRAINING (alpha=.85)

- Opportunity for combat training
- Quality of training
- Opportunities for unit-level training
- Availability of training to do my job effectively
- Optempo too low

STANDARDS TOO HIGH (alpha=.85)

- Personal appearance standards too high
- Physical fitness standards too high
- Moral standards too high
- Work too challenging
- Level of current job responsibility too high

Table 1: Composite Variables for Factors Influencing Decision to Leave (cont'd)

STANDARDS TOO LOW (alpha=.86)
Personal appearance standards too low
Physical fitness standards too low
FAMILY, SPOUSE, KIDS, TIME AWAY ²
Impact of frequency of moves on spouse's career
Impact of duty location on spouse's career
Impact of frequency of moves on children's education
Time away from home/family
Anticipated future duty location
Frequency of moves

The third section of the survey was "personalized" to each respondent. All of the seventy-three items that had been rated by the individual respondent as "very important" to the decision to leave, in the second section of the survey, were included in a list. The Marine taking the survey was asked to identify the overall top four factors that influenced his or her decision to leave. The results of the "first choice" top ranked items are analyzed and results included in this report.³

The purpose of the fourth section of the Exit Survey was to identify the factors each Marine would miss most after leaving active duty service. Forty-nine items were included representing the same six domains that defined section two (see bullets above). The following 4-point scale was used for rating each factor⁴:

- 1=not hard to give up
- 2=somewhat hard to give
- 3=hard to give up
- 4=very hard to give up

²The items used in this variable varied with the demographics of the respondent. For example, if the Marine had no children, this item was not included. The coefficient alpha reliabilities ranged from .79 to .87.

³There is some question as to the reliability of the third and fourth choice rankings due to technical problems in the survey. However, these problems did not influence the first and second choice rankings.

⁴ The wording of the rating choices for section four initially mirrored that of section two (i.e., 1=not important to 4=very important). This error in programming the website was corrected on 9/10/99. An analysis comparing the ratings before and after the word change found a Pearson correlation of .99 between the rank order of the mean ratings for all items. Thus, all data in this section are analyzed together.

As with the second section, the number of items was reduced to simplify the analyses. This was accomplished using exploratory factor analysis for the initial determination of composite variables; these variables were then evaluated and modified based on the results of Cronbach alpha tests of internal consistency. Of the original set of forty-nine (49) items in this section, thirty-eight (38) were included in composite variables. Table 2 presents each composite variable and the items that comprise it and the Cronbach's coefficient alpha rating of internal consistency. Again the rating scores for each composite factor were calculated using means of the item ratings to retain the 4-point scale for ease of interpretation. The remaining 11 individual factors in this section of the survey were included in all analyses as single items.

Table 2: Composite Variables for “Things I’ll Miss”

NON-MEDICAL BENEFITS (alpha=.86)

- Military pay
- Incentive pay: amount and availability
- Retirement benefits
- Access to military housing
- Recreational services
- Family support services

CAREER BENEFITS (alpha=.87)

- Advancement opportunities
- Opportunities for career development (training and education)
- Career opportunities in the Marine Corps
- PMOS job assignments
- Anticipated future job assignments
- Career management
- Non-primary MOS job assignments

JOB CHARACTERISTICS (alpha=.85)

- Authority to do my job effectively
- Challenging work
- Level of responsibility I am given

SEMPER FI (alpha=.86)

- Participation in the mission of the Marine Corps
- Unit cohesion and pride
- Pride in being an active duty Marine
- Chance to serve country
- Moral standards

Table 2: Composite Variables for “Things I’ll Miss” (cont’d)

MISSION OPERATIONS (alpha=.78)
Opportunity for combat training
Optempo
QUALITY OF COMMISSIONED OFFICER LEADERSHIP (alpha=.92)
Quality of General Officer leadership
Quality of Field Grade Officer leadership
Quality of Junior Officer leadership
Quality of Warrant Officer leadership
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP (alpha=.83)
Quality of NCO leadership
Quality of SNCO leadership
LEADERSHIP CHARACTERISTICS (alpha=.93)
Communication to Marines about issues affecting them
Immediate seniors’ focus on the good of the unit over personal advancement
Immediate seniors’ treatment of subordinates
Immediate seniors’ consideration of input from individual Marines
Immediate seniors’ technical competence
STANDARDS (alpha=.91)
Physical fitness standards
Personal appearance standards
TRAVEL (alpha=.71)
Opportunity to travel
Opportunity to serve in other duty locations

The fifth section of the survey, like the third, was a personalized list of all items that the survey taker had rated as “very hard to give up” (4). From this list, the individual was asked to choose the top four factors they would miss the most when they ended their active duty service with the Marine Corps. As with section three responses, only the analyses of the top rated factors are included in this report.

Sample Characteristics

The web-based survey was initiated in May, 1999 and terminated 9/30/99. A total of 3040 observations are included in the Exit Survey database. Of these, only 101 are officers; thus, the focus of this report is on the results from enlisted respondents only. As noted in the discussion of the survey, a question in the demographic section was used to distinguish those who are choosing the end active duty service voluntarily. In the survey sample, the total number of enlisted leaving voluntarily is 2537.

Representativeness of Sample

To determine the extent to which the survey sample is representative of the population of those who actually exited during the survey administration period, demographic data from the EAS and NEAS databases from HQMC were used for comparison. According to these two databases, a total of 12090 Marines left active duty service during the period of the Exit Survey administration. Of those who actually exited, a sample of 1175 took the survey. Thus, 9.7% of the total population who exited during the 5 month period of the survey, actually took the survey. The additional 1362 in the Exit Survey database represent individuals who were eligible (had submitted appropriate paperwork and would be exiting within 180 days), but did not leave active duty service before 9/30/99 and thus were not in either the EAS or NEAS databases.

Tables 3-7 show the proportion of different demographic categories for both the total population who exited during the survey period (derived from EAS and NEAS databases) and those from this population who also took the Exit Survey. Table 3 demonstrates an approximate

Table 3: Representativeness of Sample Based on PMOS

PMOS Group	% in population who exited	% in exit survey
Combat Service Support (CSS)	55.1	55.7
Combat Arms (CA)	29.8	21.0
Aviation (AVN)	15.2	23.4

Table 4: Representativeness of Sample Based on MEF

MEF	% in population who exited	% in exit survey
I MEF	48.4	44.8
II MEF	45.5	42.2
III MEF	6.1	13.0

8% discrepancy between the sample and population for both CSS and AVN with the aviators being over-sampled, and combat arms begin under-sampled. Table 4 shows that both I MEF and II MEF are under-sampled by approximately 3.5% each and the III MEF is over-sampled by 7%. Though this was not by design, the latter is fortunate in that it gives a larger sample size to the smallest group (III MEF). Table 5 shows an almost perfect representation by the sample on gender (females=4.7%).

Table 5: Representativeness of Sample Based on Gender

Gender	% in population who exited	% in exit survey
Females	4.6	4.7
Males	95.4	95.3

A demographic variable of particular interest to USMC is that of “hi-tech” PMOS codes. The Hi-Tech group was identified by HQMC as those with the following codes: 26xx, 28xx, 40xx, 59xx, 63xx, 64xx, 72xx (except 7212), 7372, 6842, 0844, 0847, 0848. Table 6 presents the comparison of sample to population for this demographic variable. The cross-tabulation shows a limited discrepancy (approximately 3%) between sample and population proportions of the Hi-Tech PMOS group. This discrepancy over-samples the hi-tech group which gives a larger sample size for the critical group of interest. Finally, Table 7 shows a sample that under-represents senior enlisted. E4s are over-represented in the sample while E1-E3 and E5s are proportionately represented.

Table 6: Representativeness of Sample for Hi-Tech PMOSs

Hi-Tech PMOSs	% in population who exited	% in exit survey
Hi-Tech	11.2	15.4
Not Hi-Tech	88.8	84.6

Table 7: Representativeness of Sample Based on Paygrade

Paygrades	% in population who exited	% in exit survey
E1-E3	24.1	22.2
E4	38.0	46.6
E5	24.3	26.6
E6-E9	7.8	2.0

In conclusion, the sample in this Exit Survey is considered appropriately representative of those exiting during the time period to support generalizing the sample results to the exiting population.

KEY FINDINGS

Mean Ratings of Factors' Importance to Decision to Leave: Enlisted Leaving Voluntarily

As described in the discussion of survey design above, the second section of the survey asked Marines to rate a number of factors in terms of the importance of each to their decision to leave active duty service. To facilitate interpretation and discussion, the results discussed in this report will focus on the reduced variable set that includes all composite variables (as listed in Table 1) as well as any individual variables that were not included in a composite. However, item-level results for all individual factors are included in Appendix B.

Table 8 presents the factors that had mean ratings greater than the midpoint value of 2.5 reflecting issues of highest importance. The sample included here were all the enlisted who took the Exit Survey who were choosing to leave active duty service voluntarily (N=2537). The top three

Table 8: Mean Ratings for “Reasons to Leave”—Enlisted Leaving Voluntarily

Factor	Mean
Civilian career opportunities	3.15 (1.10)
PAY	3.12 (1.06)
Limitations on personal freedom	3.08 (1.12)
Unit morale	2.89 (1.18)
Anticipated future job assignments	2.71 (1.19)
Changes in the way the Marine Corps is being utilized	2.70 (1.18)
INCENTIVE PAY	2.69 (1.22)
CAREER ADVANCEMENT AND DEVELOPMENT	2.64 (.99)
IMPACT OF CAREER ON FAMILY (kids, spouse)	2.61 (.95)
LEADERSHIP CHARACTERISTICS (immediate superiors': treatment of and communication to subordinates, openness to input, etc.)	2.53 (1.09)

Note: N=2537. Means based on a 4-point rating scale where 1=not important to 4=very important factor in decision to leave. Means that differ by at least .07 can be assumed to be significantly different ($p<.05$) using a t-test; otherwise, means should be considered equivalent. COMPOSITE variables are those comprised of multiple items. Standard deviations are given in parentheses.

factors are “civilian career opportunities,” “pay,” and “limitations on personal freedom.”⁵ The next highest factor is unit morale. Significantly lower than the top four, but still important to the decision to leave are “anticipated future job assignments,” “changes in the way USMC is being utilized,” and “incentive pay.” The final category of important factors, significantly lower than those above, but still rated as important are “impact of career on family” and “leadership characteristics.”

In interpreting the results for the composite variables, it is important to refer to Table 1 for a more complete understanding of the variable. For example, “Impact of career on family” includes item-level variables rating impact of frequency of relocation on both spouse’s career and children’s education as well as time away from home and family. Leadership characteristics is a composite variable evaluating impact of immediate seniors’ behaviors and characteristics (e.g., treatment of subordinates, technical competence) on the decision to leave. Specific mean ratings for these individual items can be found in Appendix B.

The mean ratings presented in Table 8 allow us to learn the dominant factors that influence Marines’ decision to leave active duty service. However, frequencies of response can give some additional insight as to the interpretation of these means. Frequencies will only be presented in this first analysis of the total sample of enlisted personnel.

Table 9 presents the frequencies of responses for the top six factors. Each factor is broken down by the percentage of respondents who rated the factor in each of the four “importance” response categories. The significance of this table is the observation that for the three highest rated

**Table 9: Illustrative Frequency Breakdowns for Factors’ Importance to Leave Decision:
Enlisted Leaving Voluntarily**

Factor	Not Important	Somewhat Important	Important	Very Important	Mean
Civilian Career Opportunities	14.8%	10.3%	20.4%	54.5%	3.15
PAY*	11.7%	12.0%	21.3%	54.9%	3.12
Limitations on personal freedom	15.2%	13.0%	20.1%	51.6%	3.08
Unit morale	20.6%	13.8%	32.5%	44.1%	2.89
Anticipated future job assignments	24.4%	16.1%	23.7%	35.9%	2.71
Changes in the way USMC being utilized	24.0%	17.3%	24.1%	34.7%	2.70

*For composite measures actual frequencies were rounded up to the nearest integer to allow comparison (e.g., score of 1.5 is counted as 2 “Somewhat Important”).

⁵ The first two means are not significantly different from each other ($p < .05$) when using a t-test comparison. In general, for large sample sizes (greater than 1000), a mean difference must be greater than .7 (assuming a standard deviation below 1.2) to be statistically significant at $p < .05$.

factors, more than 50% of the enlisted who are leaving voluntarily rated these as “very important” to their decision; and more than 70% rated each of these three factors as either “very important” or “important.” Unit morale also has 70% of respondents rating it in one of the top two importance categories, but there is an approximate 10% decrease in the number rating this factor as “very important” but a commensurate increase in the “important” rating category. Finally, the last two factors illustrated in Table 9 show a majority of respondents rating them in one of the top two importance categories, but with a further 10% drop in the number giving the factor the highest importance rating.

Group Comparisons of Mean Ratings of Factors’ Importance to Decision to Leave

Selected demographic variables were used to evaluate whether there were significant differences in the key factors contributing to the decision to exit for specific groups of interest. These group comparisons attempt to disentangle the effects of factors such as term of service or MOS on retention behavior. They provide insights that may be masked by aggregating all respondents together. The results of specific group comparisons are reported below. Again, to facilitate analysis and discussion of results, the items are analyzed using the composite scaled variables along with all un-scaled individual items. In addition, the presentation of findings in the body of the report will target only factors with means above the midpoint in the ratings of importance (2.5). However, a more complete presentation of the comparison of composite factors as well as descriptive results for all individual items for each of the demographic analyses presented here can be found in Appendix B. The statistics used in each of the group comparisons were t-tests (for two groups) or one-way ANOVA (for more than two groups). The presentation of group comparisons here is a limited set of those that can be analyzed. They are intended to illustrate key findings for some large category groups of interest. The database, however, allows for targeted analyses focusing on specific, more narrowly defined, target groups of interest. Finally, all analyses below include only those personnel whose choice to leave active duty service was voluntary.

Careerists vs. First-termers

The first group comparison contrasts Marines who were exiting at the end of their first term with “Careerists” who had previously re-enlisted at least once.⁶ Table 10 presents the mean ratings of all composite factors and single items that had ratings above the midpoint of the scale (2.5) by the Careerists (N=401) who were the target group of interest in this analysis. (A more complete table can be found in Appendix B along with results for all individual items.)

Because most enlisted in the total sample are “First-termers,” it is not surprising that the top three factors for this group are the same as those reported in Table 6: “pay,” “civilian career opportunities,” and “limitations on personal freedom.” These three have statistically equivalent means and should all be considered equally as the “top” factor given these data. Two of these three

⁶ “First-termers” were identified by either an “A” or a “1” in the first digit of the Current Source of Entry (CSOE) code. All others were defined as “Careerists.”

factors are also the “most important” reasons as rated by Careerists: “pay” and “civilian career opportunities” (these two means are also statistically equivalent).⁷ The major difference in comparing the two groups in their top three factors is that Careerists give “retirement/medical benefits” a significantly higher importance rating; and First-termers give “limitations on personal freedom” a significantly higher importance rating ($p<.01$). This result is likely influenced by the correlation of this grouping variable with age.

Factor	Careerists N=401	First-Termers N=2133
Civilian career opportunities	3.10 (1.19)	3.15 (1.06)
PAY	2.98 (1.19)	3.14 * (1.03)
RETIREMENT/MEDICAL BENEFITS	2.85 (1.10)	2.35 ** (1.08)
Changes in way USMC being utilized	2.72 (1.21)	2.69 (1.17)
Unit Morale	2.70 (1.25)	2.93 ** (1.16)
Anticipated future job assignments	2.62 (1.28)	2.73 (1.17)
IMPACT OF CAREER ON MY FAMILY (N=249)	2.57 (1.04)	2.61 (.94)
Limitations on personal freedom	2.57 (1.26)	3.18 ** (1.06)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.53 (1.03)	2.64 ** (1.11)
CAREER ADVANCEMENT AND DEVELOPMENT	2.50 (1.08)	2.67 ** (.97)

* $p<.05$; ** $p<.01$ significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high. Within the Careerist group, a mean difference greater than .12 is needed for two means to be statistically different ($p<.05$).

The four factors that rank next most important in influencing the decision to leave active duty service for Careerists are fairly equivalent in their mean ratings: “changes in the way USMC is being utilized,” “unit morale,” “anticipated future job assignments,” and “impact of career on family.” The means for these factors range from 2.57 to 2.72 and in all cases are not significantly different from

⁷ To interpret the ranking of means within the Careerist group, a mean difference greater than .12 is needed for statistical significance ($p<.05$).

the rating given by First-termers. However, the final two composite factors in the table show that while “quality of non-commissioned officer leadership” and “career advancement and development” are important to Careerists, the ratings are significantly higher for First-termers.

Hi-tech vs. Not Hi-tech

Enlisted personnel in “high-technology” PMOS categories⁸ are a particular group of interest in terms of improving retention. Thus the total sample of enlisted leaving voluntarily was divided into those considered “hi-tech” and those who were not. A comparison of the mean ratings of the importance of factors to the decision to leave by these two groups is presented in Table 11.

Factor	Hi-Tech N=392	Non Hi-Tech N=2144
Civilian career opportunities	3.29 (1.05)	3.12 ** (1.11)
PAY	3.10 (1.08)	3.12 (1.06)
Limitations on personal freedom	3.10 (1.13)	3.08 (1.12)
Unit Morale	2.77 (1.19)	2.91* (1.18)
Anticipated future job assignments	2.68 (1.22)	2.72 (1.18)
Changes in the way USMC being utilized	2.65 (1.20)	2.70 (1.17)
IMPACT OF CAREER ON MY FAMILY (spouse, kids)	2.57 (.98)	2.60 (.98)
CAREER ADVANCEMENT AND DEVELOPMENT	2.55 (.99)	2.66 * (.99)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.52 (1.24)	2.72** (1.21)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.49 (1.11)	2.65* (1.12)

* p<.05; ** p<.01 significant differences in t-test. Std. dev. in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Hi-tech group, a mean difference greater than .11 is needed for two means to be statistically different (p<.05).

⁸ “Hi-tech” enlisted were defined by the following PMOS codes: 26xx, 28xx, 40xx, 59xx, 63xx, 64xx, 72xx (except 7212), 7372, 6842, 0844, 0847, 0848. These represent such jobs as intel comms, computer tech, programming, satellite tech, ground radar tech, computer security.

Overall, the ranking of factor means is practically identical across the two groups. There are five factors in Table 11 that show a significant difference between Hi-tech and non-Hi-Tech enlisted. However, only one (Civilian career opportunities) shows the item as being a more significant factor for the Hi-tech group of interest. This finding is not surprising given the marketability of Hi-tech personnel; but this factor is nevertheless among the top three (equally rated) for non-hi-tech enlisted as well. The remaining four factors that show a significant difference between the two are all given a higher rating by the non-Hi-tech group in terms of their importance in the decision to leave.

After "civilian career opportunities," Hi-tech personnel report "pay" and "limitations to personal freedom" as the next most important factors (means both greater than 3.0) in their decision to leave active duty service. Unit morale is the next most important factor; it is significantly lower than the three top rated factors, but also significantly higher than the next cluster which includes: "anticipated future job assignments," "changes in the way USMC is being utilized," "impact of career on family," "incentive pay," "career advancement and development," and "quality of non-commissioned officer leadership." It should be noted that this last set still represents "important" factors that have mean ratings significantly higher than many other factors.

Comparison of Three MOS Groups: CSS, CS, AVN

Detailed PMOS demographic information is included in the database thus allowing HQMC, or future NPS students or faculty to do targeted inquiries into the specific ratings of groups of particular interest. For purposes of this report, three broad MOS groups are defined and compared: Combat Service Support (CSS), Combat Arms (CA) and Aviation (AVN).⁹ The focus of this discussion is on identifying the extent to which these three MOS groups vary in the ratings of factor importance in their decision to exit. The results are presented in Table 12.

The most significant result is that the rank ordering of the means for the three groups are substantially identical. In other words, there are no differences across the groups in the relative importance of the set of factors. There are, however, a few inter-group differences (determined using one-way ANOVA) in the absolute value of the mean ratings of importance; though these occur more frequently farther down the ranking of importance factors. Only four of the top 13 of the factors listed in Table 12 show inter-group differences. For example, AVN is significantly lower than CSS in the rating of the importance of unit morale to the decision to leave. However, this difference should not be overstated, because the rank ordering of this factor is the same for both groups (4th highest mean rating of importance). Perhaps not surprisingly, another example of group difference shows CA giving a higher rating of importance than the other two groups to "changes in the way USMC is being utilized." Again, though the absolute value of the means differ this does not significantly impact the rank ordering of importance of this factor.

⁹ The three PMOS groups were created from PMOS codes as follows:

CSS: 01xx, 02xx, 04xx, 11xx, 12xx, 15xx, 21xx thru 58xx

CA: 03xx, 08xx, 18xx

AVN: 59xx thru 75xx

Table 12: Mean Ratings for “Reasons to Leave” – Three PMOS Groups

Factor	CSS N=1364	CA N=568	AVN N=594	Mean Diffs
Civilian career opportunities	3.13 (1.10)	3.13 (1.10)	3.20 (1.10)	
PAY	3.11 (1.06)	3.09 (1.07)	3.17 (1.04)	
Limitations on personal freedom	3.08 (1.13)	3.11 (1.08)	3.08 (1.12)	
Unit morale	2.95 (1.15)	2.88 (1.19)	2.77 (1.22)	**CSS>AV N
Anticipated future job assignments	2.69 (1.20)	2.78 (1.16)	2.69 (1.18)	
Changes in the way USMC being utilized	2.66 (1.18)	2.81 (1.15)	2.67 (1.19)	*CA>both
AMOUNT & AVAILABILITY OF INCENTIVE PAY	2.67 (1.21)	2.77 (1.20)	2.67 (1.25)	
CAREER ADVANCEMENT AND DEVELOPMENT	2.66 (.99)	2.65 (.99)	2.62 (1.00)	
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.65 (1.18)	2.67 (1.10)	2.52 (1.15)	*AVN<both
IMPACT OF CAREER ON FAMILY	2.63 (.98)	2.58 (.94)	2.53 (.99)	
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, etc.)	2.58 (1.08)	2.58 (1.06)	2.39 (1.10)	**AVN<both
Current job assignment	2.42 (1.18)	2.55 (1.14)	2.20 (1.16)	**AVN<CS S<CA
MOS OPPORTUNITIES	2.21 (.98)	2.54 (1.00)	2.09 (1.02)	**AVN<CS S<CA

* p<.05, ** p<.01 (F-test of ANOVA). Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area); others are single items. Means based on rating where 1=no to 4=very high importance.

Ethnic Minorities vs. Caucasians

Table 13 presents the comparison of the ratings of degree of importance of factors comparing ethnic minorities with Caucasians. With one exception, only those factors with means greater than the midpoint (2.5) for the ethnic minorities are discussed in the body of this report. (A more complete table of the mean ratings of composite variables and individual items can be found in Appendix B.)

Table 13: Mean Ratings for “Reasons to Leave” – Minorities vs. Caucasians

Factor	Minorities N=764	Caucasian N=1773
PAY	3.18 (1.04)	3.09 (1.07)
Civilian career opportunities	3.14 (1.12)	3.15 (1.10)
Limitations on personal freedom	3.06 (1.13)	3.09 (1.11)
Unit Morale	2.92 (1.19)	2.88 (1.17)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.77 (1.20)	2.65 * (1.22)
CAREER ADVANCEMENT AND DEVELOPMENT	2.73 (1.01)	2.61 ** (.98)
Anticipated future job assignments	2.71 (1.19)	2.71 (1.19)
Changes in the way USMC being utilized	2.68 (1.18)	2.70 (1.17)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.66 (1.13)	2.61 (1.12)
IMPACT OF CAREER ON MY SPOUSE	2.62 (.98)	2.58 (.96)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.60 (1.08)	2.50 * (1.09)
Current duty location	2.57 (1.25)	2.40 ** (1.24)
Racial discrimination	2.13 (1.26)	1.56 ** (1.00)

* $p < .05$; ** $p < .01$ significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Minorities group, a mean difference greater than .10 is needed for statistical significance ($p < .05$).

As with the previous two sections, the major finding here is the consistency in the two groups' rank ordering of factors' importance as demonstrated by mean ratings. The top four remain the same as previous discussions, with "pay," "civilian career opportunities," and "limitations on personal freedom" being statistically equivalent and rated as having the top-most importance; and "unit morale" rating somewhat lower. The next eight factors have means ranging from 2.57 to 2.77 and are similarly ranked by the two groups. However, there are some noteworthy statistically significant differences in the absolute values of the means. Ethnic minorities rate the following factors as more important to their decision to leave than do Caucasians: "incentive pay," "career

advancement and development," "immediate seniors' leadership characteristics," and "current duty location." This might suggest that the retention behavior of ethnic minorities would be more sensitive to changes in these areas; but this would require further longitudinal research to confirm.

Included in Table 13 is one item with a mean less than 2.5. This is the question on the importance of "racial discrimination" in the respondent's decision to leave active duty service. The breakdown of frequencies of responses to this question is presented in Table 14 to facilitate interpretation. The data show that just under 25% rate "racial discrimination" as "very important" to their decision to exit. From another perspective, approximately half of the respondents rated racial discrimination as "not important" to this decision.

Table 14: Frequency Breakdown of Ethnic Minorities' Ratings of Importance of Racial Discrimination in Decision to Leave					
Factor	Not Important	Somewhat Important	Important	Very Important	Mean
Racial discrimination	49.4%	12.2%	14.5%	23.9%	2.13
Note: N=764					

Females vs. Males

Another specific area of question is the extent to which females may vary in the factors that influence retention decisions as compared with males. While the survey sample of female enlisted who were leaving voluntarily is small (N=150), it is possible to identify some areas of both similarity and difference. The factors for which the mean ratings of importance for females were greater than 2.5 (midpoint) are presented in Table 15.

Consistent with the data presented above, three of the top-most factors are again "pay," "civilian career opportunities" and "limitations on personal freedom." What is unique to the females is that "unit morale" joins the top rated set and is significantly higher in importance than the rating given by males. Another noteworthy difference among top-rated means is the "impact of career on my kids." This factor, while rated as important by both genders (i.e., above 2.5), is of significantly higher importance for females in their decision to leave active duty service.

Four additional factors that are rated above 2.5 show statistical difference in the two groups' means. Females rated all of the following factors of significantly higher importance to their decision to leave than did their male counterparts: "quality of non-commissioned officer leadership," "career advancement and development opportunities," "immediate superior's leadership characteristics" and "gender discrimination." Examining the frequency breakdown of the last factor "gender discrimination" may be useful in interpreting these significant differences. As presented in Table 16, more than 50% of females who are voluntarily leaving Marine Corps active duty service stated that gender discrimination was either "important" or "very important" to this decision. It is likely

that gender discrimination would be felt in terms of leadership characteristics, perceived career opportunities, or unit morale; all of which showed higher ratings by females than males.

Table 15: Mean Ratings for “Reasons to Leave” – Female vs. Male

Factor	Female N=150	Male N=2385
Unit Morale	3.10 (1.12)	2.88 * (1.18)
PAY	3.09 (1.15)	3.12 (1.05)
Limitations on personal freedom	3.03 (1.15)	3.09 (1.11)
Civilian career opportunities	3.01 (1.17)	3.15 (1.10)
IMPACT OF CAREER ON MY KIDS (n=77 females)	2.90 (.93)	2.58 ** (.95)
Anticipated future job assignments	2.87 (1.19)	2.70 (1.19)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.83 (1.17)	2.61 * (1.12)
Changes in the way USMC is being utilized	2.81 (1.19)	2.69 (1.18)
CAREER ADVANCEMENT AND DEVELOPMENT	2.75 (1.08)	2.64 * (.98)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.74 (1.10)	2.52 * (1.08)
Gender discrimination	2.56 (1.32)	1.78 ** (1.14)

* p<.05; ** p<.01 significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Female group, a mean difference greater than .20 is needed for statistical significance (p<.05).

Table 16: Frequency Breakdown of Females’ Ratings of Importance of Gender Discrimination in Decision to Leave

Factor	Not Important	Somewhat Important	Important	Very Important	Mean
Gender discrimination	35.8%	10.6%	15.2%	38.4%	2.56
Note: N=150					

Additional Enlisted Group Comparisons

Five additional group comparisons were analyzed in terms of mean ratings of importance of factors to decision to exit:

- Deployed vs Not Deployed within the past 12 months
- Married vs. Single
- Three MEFs
- Education
- AFQT

Detailed results for all but the last two are presented in Appendix B. Because most of the overall patterns of highest priority of importance factors are substantially similar to those already reported, only the unique aspects to specific groups are described in this discussion.

Deployed vs. Not Deployed within the past 12 months. This group comparison found only two factors among those rated above 2.5 with significant mean differences. In general, the rank ordering remained consistent with those presented for the total enlisted sample. The two significant differences were for “limitations on personal freedom” and “amount and availability of incentive pay.” In both cases, those currently deployed rated these factors with a significantly higher importance than those who had not been deployed within the past 12 months. In fact, the mean for “limitations on personal freedom” for those not recently deployed was significantly below “pay” and “civilian career opportunities,” though it still ranked significantly above “unit morale” in the top four factors of importance to the exit decision.

Married vs. Single. The top three factors for married enlisted are not equally rated as has been the case in many of the results previously presented. There is a significant difference ($p<.05$) in the priority of the top three factors for married enlisted with “civilian career opportunities” rated highest ($\bar{x}=3.17$) followed by “pay” ($\bar{x}=3.08$) and with “limitations on personal freedom” rated third ($\bar{x}=2.94$). For the third factor, there is also a significant difference as compared with the rating given by single enlisted ($\bar{x}=3.20$, $p<.01$). There were two additional factors above 2.5 that showed significant mean differences when comparing married and single enlisted Marines. Not surprisingly, “impact of career on family” and “retirement/medical benefits” were rated significantly higher ($p<.01$) in importance for married (approx $\bar{x}=2.59$) than for single enlisted Marines (approx $\bar{x}=2.30$). This rating by the married group places these two factors in the top ten most important in influencing their exit decision; while these factors are somewhat below the top ten in priority ranking for single Marines.

Three MEFs. With some very minor differences, the comparisons based on geography of assigned MEF showed consistent priority of importance factors. As with many previous findings, the top four factors include: “civilian career opportunities,” “pay,” “limitations on personal freedom” and “unit morale.” However, for III MEF, “limitations in personal freedom” stands apart as the number one rated factor in importance, and has a significantly higher ($p<.01$) rating than the other two MEFs. A more minor difference was found for “pay” where I MEF had a higher rating than the

other two. For all three groups, the first three factors continued to be significantly higher than the next most important factor of “unit morale.”

Education. The sample of enlisted Marines leaving voluntarily was divided into two groups – those with a High School diploma and those with at least some college education. In comparing these two groups, all factors with ratings above 2.5 were found to be equivalent with one exception. For “amount and availability of incentive pay,” the high school group rated this factor as of higher importance ($p < .05$) than the group with some college education ($\bar{x} = 2.71$ and 2.59 , respectively).

AFQT. For this analysis, the sample was divided again into two groups – AFQT categories I-IIIA was the first group and AFQT category IIIB was the second. Again, with minor differences, the same four factors were ranked as of highest importance. The group comparisons showed the AFQT I-IIIA group had “civilian career opportunities” and “limitations on personal freedom” as equally rated as of highest importance ($\bar{x} = 3.15$ and 3.11 , respectively). “Pay” was close to this cluster, but significantly lower than “civilian career opportunities” ($\bar{x}=3.08$), $p < .05$ while not statistically different from “limitations...” In contrast, for the AFQT IIIB group, “pay” was significantly the highest rated factor ($\bar{x}=3.22$) with civilian career opportunities statistically lower ($\bar{x}=3.14$, $p < .05$) and “limitations on personal freedom” ranked third ($\bar{x}=3.05$, $p < .05$). The difference in the rating of “pay” was also statistically different for the two AFQT groups ($p < .01$).

The Top-Ranked Factors in the Decision of Enlisted Marines to Leave

As discussed under survey design, the third section of the survey asked respondents to choose the top four most important factors in their decision to leave from a personalized list that included all previous items that each individual had rated as “very important.” Included in this analysis are the frequencies with which particular factors were ranked first as the “most important factor.” These data provide an opportunity to identify important discriminations among the often large number of factors that an individual may have rated as “very important.”

Table 17 presents the item-level factors that were chosen most frequently as the top ranked reason to leave by all enlisted personnel who were exiting voluntarily ($N=2537$). This analysis does not distinguish respondents by length of service, MOS or other demographic variable. The table includes only the most frequently cited items (a complete table of item frequencies can be found in Appendix C). The major finding here is the consistency with the previously reported rating results. Specifically, “civilian career opportunities” is rated most frequently as the first ranked factor (12.9%) with “pay” as the second most frequent (9.0%).

While “limitations on personal freedom” and unit morale were typically among the top four in the rating results, they drop to 6th (3.9%) and 10th (2.0%), respectively, when respondents are choosing their top-most factor. Instead, “time away from home/family” (6.1%) emerges as the third most frequently cited factor. It is important to note that the related write-in response of “family obligations” was named by 1.7% of respondents. If this factor had been included among the items

requiring a rating by all respondents, it is likely that it would have received a higher percentage response as the top factor in the decision to leave active duty service.¹⁰

Table 17: Top “First Choice” Reasons to Leave: Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=2537)</u>
Civilian career opportunities	12.9
Pay	9.0
Time away from home/family	6.1
Limited career opportunities in my primary MOS	4.4
Current job assignment	4.1
Limitations on personal freedom	3.9
Promotion fairness	3.0
Changes in the way USMC is being utilized	2.9
Quality of SNCO leadership	2.6
Unit morale	2.0
Pursue education	1.8*
Family obligations	1.7*

* = These were “write-ins.” If presented as choices, they could have received higher frequency.

Career advancement opportunities were measured using a composite variable when presenting the rating results in the sections above. The specific items that emerged as most frequently ranked as the top factor were “limited career opportunities in primary MOS” (4.4%) and “promotion fairness” (3.0%). Additional confirmation of the results from the ratings described previously is shown by the top ranked frequencies for “changes in the way USMC is being utilized” (2.9%), quality of SNCO leadership (2.6%).

One noteworthy difference in the top-ranked factors as compared to importance ratings shows that “current job assignment” (4.1%) appears higher in the ranking than does “anticipated future job assignments” (1.4%, see Appendix C). In contrast, the latter had a higher importance rating in the results presented above.

¹⁰ It is recommended that the two write-ins of “family obligations” and “pursue education” be included in future revisions of the Exit Survey as items to be rated in terms of importance to the decision to leave.

Similar analyses of frequencies of the items chosen as the top-ranked factor in their decision were conducted for key sub-groups of interest. Tables with these results can be found in Appendix C. Overall, there is again strong consistency among the most frequently named top-ranked factors. A few group-specific findings are of particular note and will be described here. First, among Hi-Tech enlisted, the draw of the marketplace is significant; specifically, "civilian career opportunities" was chosen by over 20% as the primary reason for leaving active duty service, while this factor was selected by only 11% of the Non-Hi-Tech personnel. Two less significant, but noteworthy differences are also evident. First, "limitations on personal freedom" is cited more frequently as the primary factor in decision to leave (4.8%) for the Hi-Tech group than the Non-Hi-Tech group (3.7%). Second, "promotion fairness" was named by 3.1% of the Hi-Tech enlisted while only 2.2% of the Non-Hi-Tech sample cited this factor. This result suggests possible interventions in the promotion process could improve retention of Hi-Tech enlisted personnel.

A significant contrast was found for females who most frequently cited their top-ranked factor as the write-in of "family obligations" (9.3%).

Mean Ratings of "Things I'll Miss": Enlisted Leaving Voluntarily

The final two sections of the Exit survey asked respondents to consider what they will miss most after leaving active duty service with USMC. As described in the survey design section above, respondents first rated a number of factors on a scale where 1 = "not hard to give up" and 4 = "very hard to give up." After completing this section, each individual received a personalized list of all the items rated "4" from which they were asked to rank order the four factors they will miss most. This report presents only detailed results for the total sample of enlisted Marines leaving voluntarily; however, the results of group comparisons are briefly described.

Table 18 presents the factors with the highest overall mean ratings. Only four factors had items above the midpoint rating of 2.5. By a significant margin, "friendships and acquaintances" was rated as the factor Marines will miss the most ($\bar{x}=3.16$). The next three factors were statistically equivalent ($p<.05$): "security" ($\bar{x}=2.53$), "medical/dental benefits" ($\bar{x}=2.50$) and the composite variable labeled "Semper Fi" ($\bar{x}=2.55$) which included items such as "pride in being an active duty Marine," "chance to serve country" and "participation in the mission of the Marine Corps." Following this group were two factors with significantly lower rating, but still considered "hard to give up." The composite measure of "job characteristics" (e.g., authority, responsibility, and challenge) had a mean of 2.32, and "travel" was statistically equivalent at $\bar{x}=2.27$. The final factor with a mean greater than 2.0 was the composite of "appearance and fitness standards" ($\bar{x}=2.16$).

The same groups of interest that were analyzed to assess differences in "reasons to leave" were also analyzed and compared for "things I'll miss." The consistent finding was the universality of the priority ratings presented in Table 18. For all the sub-group contrasts, the most highly rated factors (those with means over 2.0) followed substantially the same pattern described above.

Table 18: Mean Ratings of “Things I’ll Miss”-- Enlisted Leaving Voluntarily

Factor	Mean
Friendships and acquaintances	3.16 (1.09)
SEMPER FI	2.55 (.94)
Security	2.53 (1.19)
Medical/dental benefits	2.50 (.77)
JOB CHARACTERISTICS (i.e., authority, responsibility, challenge)	2.32 (1.03)
TRAVEL	2.27 (1.02)
STANDARDS	2.16 (1.18)
N=2537	

Top-Ranked Factors that “I Will Miss”

The final section of the survey asked respondents to choose the top four most important factors “they will miss” from a personalized list that included all previous items that they had rated as “very hard to give up.” Table 19 presents only the results of the items ranked “first,” that is, the top-most factor respondents stated they will miss most when the leave active duty service. The data in Table 19 represent the opinions of the total sample of enlisted Marines who were choosing to leave active duty service voluntarily. These results are quite consistent with the results of the mean ratings described in the previous section. The item chosen most frequently (20.5%) as the number one ranked factor was “friends and acquaintances.” This reinforces the results of the mean ratings reported in the previous section. A conceptually related item “Marines I work with currently” had the second highest frequency (12.1%). Together these two factors capture the primary aspect of active duty service that over 32% of the Marines in this sample will find hardest to give up.

Several of the single items that were used to comprise the composite variable of “Semper Fi” discussed above appear among the most frequently cited factors. These include: “pride in being an active duty Marine” (10.5%), “chance to serve country” (5.6%), and “participation in the mission of the Marine Corps” (2.9%). Together, these three factors capture what will be missed most by 19% of the enlisted sample who were exiting voluntarily. “Security” received a high rating of importance in the previous section, and is also chosen by 9.4% as the hardest thing to give up. The final two factors listed were each chosen by approximately 3% of the respondents -- “medical/dental benefits” and “opportunity to travel.”

Table 19: Top “First Choice Things I’ll Miss”: Enlisted Leaving Voluntarily¹¹

<u>Factor</u>	<u>% as first choice (N=2537)</u>
Friends and acquaintances	20.5
Marines I work with currently	12.1
Pride in being an active duty Marine	10.5
Security	9.4
Chance to serve country	5.6
Medical/dental benefits	3.2
Opportunity to travel	3.1
Participation in the mission of the Marine Corps	2.9

Frequencies of top-ranked factors were also analyzed for specific sub-groups of interest. The findings were very consistent with those reported for the total enlisted sample presented in Table 19. The specific results for the most frequently named factors chosen by these groups are presented in Appendix D.

¹¹The factors ranked first in “things I’ll miss” are listed to cumulate over 65% of sample’s choices. A more complete list can be found in Appendix D.

CONCLUSIONS

The major finding of this analysis is in the consistency of priorities of factors most important to the exit decision of enlisted personnel leaving voluntarily. There was a consistent set of factors that emerged at the top of the importance list, both for the ratings results and for the frequencies of items chosen as the top reason to leave. Among the top four in almost every demographic group analyzed were “pay” and “civilian career opportunities.” Because the draw to the civilian marketplace is often motivated by financial considerations, it’s not surprising that these two factors were often given equal rating in terms of importance. These give strong support to the importance of economic factors in the enlisted Marines’ decision to leave active duty service and support the argument for pay increases to improve retention. Pay must be maintained at a sufficiently high threshold for changes in other factors affecting retention (e.g., advancement and development opportunities, unit morale) to have a meaningful impact. It is important to note, however, that the factor “time away from home and family” was third in the frequencies for top-most reason to exit. This characteristic of the nature of a career as a Marine may mitigate, for some, the impact increases in pay may have on retention. This issue should be examined in future research.¹²

The other two factors that were fairly consistently at the top of the ratings results were “limitations on personal freedom” and “unit morale.” It is important to note that the factor of “limitations on personal freedom” is substantially a first-term effect. In addition, when this factor emerges as highly important to a marine’s exit decision, it may reflect a bad “match” between the specific respondent and the demands of military life. However, there may be aspects of these limitations that merit examination as possible avenues for improving retention, without diminishing the necessary discipline required by the Corps. Similarly, investigation into specific contributors to problems with “unit morale” would provide HQMC with information to guide improvements to both morale and retention.

Additional organizational factors appeared among the top ten most highly rated in importance. These included: “changes in the way USMC is being utilized,” “career advancement and development opportunities,” “quality of non-commissioned officer leadership” and “immediate superiors’ leadership characteristics.” Similarly, in data on top-ranked factors, “limited career opportunities in my PMOS” and “promotion fairness” were among those with the highest frequency. Thus, while economic factors are clearly key in the exit decision, these organizational factors provide important opportunities for interventions that can be undertaken to improve retention. For example, procedures that influence perceptions of career advancement (opportunities and fairness) merit internal review. Certainly, high performers will not be motivated to retain if they are not confident that their performance is a strong predictor of future career success. Leadership characteristics,

¹² One question that was included in the original form of the web-based Exit Survey, but did not generate usable data due to technical problems, asked respondents the following about their top four ranked factors: “Would substantial improvements in these factors have changed your decision to leave?” We feel this question is critical to include in future administrations of the Exit Survey.

particularly of NCOs and SNCOs who would be the “immediate superiors” of many of the respondents, frequently appeared on both the rating and ranking results as important contributors to the decision to leave active duty service. These characteristics are likely a contributing factor to “unit morale” previously discussed. These items suggest possible interventions in leadership development that could change how enlisted feel about the quality of leadership and thus improve retention. Finally, the high rating to “changes in the way USMC is being utilized” suggests that recruits could benefit from a “realistic job preview” that educates them as to the changing mission for USMC and characterizes their likely roles in the range of Operations Other Than War. By having a more accurate expectation, Marines would be less likely to view these missions as a “change” that motivates them to leave.

The discussion of key results above is intended only to identify the domains that will likely be most useful in improving retention. It does not provide specific guidance as to those interventions; further research is required to identify the specific areas requiring changes in policy, procedure, leadership training, etc. Finally, the results presented here are intended to reflect the most significant general trends and contrasts of selected groups of specific interest. The database can provide important information that might guide interventions targeted to specific groups. For example, the items “anticipated future job assignments” and “advancement and career development opportunities” were highly rated in terms of importance for many in the sample. Future analysis could query the database to determine if these factors are dominant in any of the critical specialty areas. If they are, the “future job assignment” factor would require work with future planning to determine what degree of flexibility in assignments exists that could improve retention in critical MOS categories. The “advancement and development opportunities” factor would suggest further research on the criteria and procedures for promotion in that MOS as well as the possibility of investment in increased development opportunities. Scrutiny of other item-level results for specific sub-groups in Appendix B will likely generate many more questions for further analysis that can guide policy planning to improve retention.

The analyses presented in this report demonstrate the value of these survey results in providing information that can guide USMC in developing strategies to improve retention both broad-based and targeted to particular groups of interest. It is strongly recommended that this survey process be continued in the future and that the sample be expanded to improve the utility of the database for diagnosing retention attitudes of critical groups that are of limited size. Because significant value can be gained by tracking of the effect of particular policy changes or interventions on retention attitudes and behaviors, the survey should be administered regularly to as close to the full census as possible. Longitudinal analysis of the resulting database would allow manpower planners and policy-makers to not only assess the impact of policy changes on retention, but to anticipate changing trends in attitudes to facilitate pro-active planning and the prediction of future endstrength.

APPENDIX A

EXIT SURVEY:

INSTRUCTIONS, QUESTIONS, RESPONSE CODES AND VARIABLE NAMES

Note: This Appendix serves multiple purposes. It demonstrates the content of the survey including instructions, questions and response choices in the order in which the Marine saw them in the web-based administration. It also includes variable names used in the original database sent from HQMC and the variable names used by NPS personnel in the establishment of SPSS and SAS systems files for analysis.

NPS

USMC Exit Survey

10/28/99

Codebook following web-based administration (as Respondents viewed on screen)

Instructions: This survey will take approximately 20-30 minutes. The information in this survey will remain confidential. It will not be used to identify individuals. The results will be used only to report trends. Your sincere responses are needed to help improve decisions affecting Marine Corps Personnel. [continue with instructions for use of web survey info from HQMC]

VARIABLE NAME (NPS)

USMC Name

DEMOGRAPHICS

This message may appear:

***Notice:** Our records indicate that you are not eligible to take the exit census at this time.

If you are being separated before your EAS (end of active service), please click on the link below. This will allow you to complete the exit census.

INVOLSEP

involseparate

Yes

(Blank)

Note: A blank is recorded in data if respondent is eligible to take exit census.

DUNITTYP

unitype

What is the type of unit you are currently assigned to?

Please enter the **one choice** that best fits:

- | | |
|---|---|
| 1. Base/station | 11. Recruiting duty |
| 2. Division/Regiment/Battalion | 12. Wing/Group/Squadron |
| 3. Drill instructor/Sgt. Instructor OCS | 13. Reserve support |
| 4. Embassy | 14. FSSG/Battalion/Company |
| 5. MSG | 15. Ship's company |
| 6. HQMC/MCCDC | 16. SRIG |
| 7. Instructor (MOS) | 17. MEU Staff |
| 8. Joint duty | 18. Training support |
| 9. Marine Barracks | 19. Long term schools/training
(greater than 6 months) |
| 10. Marine support battalion | 20. Other-not listed |

DDEPLOY

deploystat

What is your current deployment status?

1. I'm currently deployed
2. I'm not currently deployed, but have deployed in the last 12 months
3. Neither of the above

DRENLST (Enlisted only) *THIS QUESTION DOES NOT APPEAR IN SURVEY

reenl_advstat

How many times have you reenlisted in the Marine Corps?

Please do not include extensions

1. I have never reenlisted
2. I have reenlisted once
3. I have reenlisted twice
4. I have reenlisted three or more times

Note: Once thought to be combined with **DPROMO** as single field with multiple entries separated by commas, but all observations (officer and enlisted) show -9 for the second response in the combined field.

DPROMO (Originally intended for E5 and above only, but asked of all respondents)

reenl_advstat

To the best of your knowledge, what is your current promotion/advancement status?

1. I'm not yet in primary zone
2. I'll be in primary zone for the next promotion board
3. I've been selected for promotion
4. I've been passed over once for promotion
5. I've been passed over two or more times for promotion

Note: Response is followed by comma and -9.

DEDUC

educ

What is your highest level of education?

1. Less than high school degree
2. HS equivalency (e.g., GED, certificate of completion)
3. High school diploma
4. Less than one year of college
5. One or more years college, no degree
6. Associate's degree
7. Bachelor's degree
8. Master's degree
9. Doctoral or professional degree

DMARITL

marital

What is your current marital status?

1. Single and never married
2. Single and divorced
3. Legally separated
4. Married (first marriage)
5. Married (previously divorced or widowed)
6. Widowed

DSPSJOB (DMARITL=4 or 5 only)**spousjob**

What is your spouse's employment situation?
 (Mark all that apply)

1. My spouse works full time in a civilian job
2. My spouse works part time in a civilian job
3. My spouse is unemployed, but actively seeking employment
4. My spouse works at home (homemaker)
5. My spouse works at home (self-employed)
6. My spouse is a student
7. My spouse is active duty military

Notes: Multiple entries are separated by commas.

This question does not appear in data if respondent is unmarried.

DDEPNS**depens**

How many dependent children do you have? (Highlight your selection).

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9+

DMILHOU**milhousing**

Do you live in military housing?

1. Yes
2. No

Note: Code is character

DRACE**race**

What is your race/ethnicity? You may select more than one if you have a combined racial/ethnic heritage.

1. White/Caucasian
2. Black/African American
3. Asian or Pacific Islander (Filipino, Guamanian, etc.)
4. Hispanic/Latino/Spanish descent
5. Native American, including American Indian, Aleut, Inuit, and Eskimo
6. Other race/ethnic group

Note: Multiple entries are separated by commas.

DRELIG religion

What is your religious preference?

1. No religious preference
2. Catholic
3. Protestant (Baptist, Methodist, Lutheran, etc.)
4. Mormon
5. Jewish
6. Orthodox Christian (Greek, Russian, etc.)
7. Muslim
8. Buddhist
9. Hindu
10. Atheist
11. Agnostic
12. Some other religion

INTENTIONS

ICREERE (enlisted only)

septype

Which of the following statements best describes your career intentions at this time?

1. I intend to leave active duty service in the Marine Corps at my EAS.
2. I'd like to stay on active duty but I'm not able to renew my contract at my EAS/ECC
3. I'm being involuntarily separated before reaching my EAS.
4. I'm voluntarily leaving before my EAS (early release for education, hardship discharge, etc.)

Note: 2,3 = involuntary; 1,4 = voluntary

Note: A USMC variable **septyofcr** appears in data for enlisted only.
The response code is -9. Ignore this field.

ICREERO (officers only)

septype

Which of the following statements best describes your career intentions at this time?

1. I intend to leave active duty service in the Marine Corps voluntarily at the end of my current obligation.
2. I'd like to stay on active duty but I'm not able to augment.
3. I'm being involuntarily separated
4. I'm voluntarily leaving before my EAS or end of current obligation (early release for education, hardship discharge, etc.)

Note: 2,3 = involuntary; 1,4 = voluntary

Factors that contributed to your separation decision:

Instructions: Rate each factor in the following list in terms of the extent to which it made a contribution to your decision to leave active duty service in the Marine Corps. A later part of the census will allow you to identify the aspects of your life/career in the Marine Corps that you will miss (are hard to give up).

How important was each of the following to your decision to **leave** active duty Marine Corps service?

- 4. Very important
- 3. Important
- 2. somewhat important
- 1. not important

<u>Job</u>	
<u>LJCURR</u>	Current job assignment
<u>LJFUTR</u>	Anticipated future job assignments
<u>LWKLD</u>	Fairness of distribution of workload
<u>LJPEERS</u>	Marines I work with currently
<u>LJHOURS</u>	Number of hours required by work
<u>LJRESPH</u>	Level of responsibility in my current job assignment: too high
<u>LJRESPL</u>	Level of responsibility in my current job assignment: too low
<u>LJAUTH</u>	Authority to do my job effectively
<u>LJFDBK</u>	Feedback on my job performance
<u>LJCHALH</u>	Work too challenging
<u>LJCHALL</u>	Work not challenging enough
<u>LJTRAIN</u>	Availability of training to do my job effectively
<u>LJEQUIP</u>	Availability of equipment to do my job effectively

Career

<u>LCADVOP</u>	Advancement opportunities	career13
<u>LCPROMO</u>	Promotion fairness	career14
<u>LCSECUR</u>	Job security	career15
<u>LCUSEMC</u>	Changes in the way the Marine Corps is being utilized	career16
<u>LCDEV</u>	Opportunities for career development (training, education)	career17
<u>LCMONIT</u>	Interaction with monitors	career18
<u>LCPMOS</u>	Desirability of primary MOS	career19
<u>LCMOSOP</u>	Limited career opportunities in my primary MOS	career20
<u>LCXMOS</u>	Limited career opportunities outside my primary MOS	career21
<u>LCCIV</u>	Career opportunities in the civilian sector	career22
<u>LCCMBAT</u>	Opportunity for combat training	career23
<u>LCUTRNG</u>	Opportunities for unit level training	career24
<u>LCQTRNG</u>	Quality of training	career25
<u>LCTMPOH</u>	Optempo (number of contingencies, deployments, exercises): too high	careeropta26
<u>LCTMPOL</u>	Optempo (number of contingencies, deployments, exercises): too low	careeroptb27

Family Environment and Personal Life

<u>LFDOCC</u>	Current duty location	famenvperlife28
<u>LFDOCF</u>	Anticipated future duty location	famenvperlife29
<u>LMOVEF</u>	Frequency of moves	famenvperlife30
<u>LMOVES</u>	Impact of frequency of moves on spouse career	famenvperlife31
<u>LFLOCS</u>	Impact of duty station location on spouse's career	famenvperlife32
<u>LFMOVEC</u>	Impact of frequency of moves on children's education	famenvperlife33
<u>LFAWAY</u>	Time away from home/family	famenvperlife34
<u>LFFREE</u>	Limitations on personal freedom	famenvperlife35
<u>LFFSSA</u>	Availability of family support services	famenvperlife36
<u>LFFSSQ</u>	Quality of family support services	famenvperlife37
<u>LFREC</u>	Quality of recreational services	famenvperlife38
<u>LFHOUAV</u>	Availability of housing	famenvperlife39
<u>LFHOUQ</u>	Quality of housing	famenvperlife40

Benefits

<u>LBRETC</u>	Current retirements	benefits41
<u>LBRETF</u>	Possible changes to future retirement benefits	benefits42
<u>LBMEDC</u>	Current medical/dental benefits	benefits43
<u>LBMEDF</u>	Possible changes to medical/dental benefits	benefits44
<u>LBPAYC</u>	Current pay	benefits45
<u>LBPAYF</u>	Anticipated future pay	benefits46
<u>LBINCAV</u>	Availability of incentive pay (e.g., bonuses)	benefits47
<u>LBINCAM</u>	Amount of incentive pay (e.g. bonuses)	benefits48

Leadership

<u>LLGENOF</u>	The quality of General officer leadership	leadership49
<u>LLFLDOF</u>	The quality of Field grade (Maj, Lt Col, Col) leadership	leadership50
<u>LLJROF</u>	The quality of Jr. officer (Capt, Lt) leadership	leadership51
<u>LLWAROF</u>	The quality of warrant officer leadership	leadership52
<u>LLSNCO</u>	The quality of SNCO leadership	leadership53
<u>LLNCO</u>	The quality of NCO leadership	leadership54
<u>LSMORAL</u>	Unit morale	leadership55
<u>LLSUBOR</u>	Immediate seniors' treatment of subordinates	leadership56
<u>LLTECH</u>	Immediate seniors' technical competence	leadership57
<u>LLFOCUS</u>	Immediate seniors' focus on personal advancement versus the good of the unit	
<u>LLCOMM</u>	Communication to Marines about issues affecting them	leadership58
<u>LLINPUT</u>	Immediate seniors' consideration of input from individual Marines	leadership59
		leadership60

Culture

<u>LSPUBLIC</u>	Public support for USMC	culture61
<u>LSFITH</u>	Physical fitness standards: too high	culture62
<u>LSFITL</u>	Physical fitness standards: too low	culture63
<u>LSAPPRH</u>	Personal appearance standards: too high	culture64
<u>LSAPPRL</u>	Personal appearance standards: too low	culture65
<u>LSMORLH</u>	Moral standards: too high	culture66
<u>LSMORLL</u>	Moral standards: too low	culture 67
<u>LSZERO</u>	Zero defects standard of performance (low tolerance for mistakes)	culture68
<u>LSXTRNG</u>	Outside demands that interfere with training	culture69
<u>LSRACE</u>	Racial discrimination	culture70
<u>LSGENDR</u>	Gender discrimination	culture71
<u>LSRELIG</u>	Religious discrimination	culture72

Other

Please list any other features that contributed to your decision to leave active duty service **ONLY IF** you would rate them as “**very important**” to your decision:

<u>LWRITE1</u> #1	<u>(blank if no response)</u>	writeinf1
<u>LWRITE2</u> #2	<u>(blank if no response)</u>	writeinf2
<u>LWRITE3</u> #3	<u>(blank if no response)</u>	writeinf3
<u>LWRITE4</u> #4	<u>(blank if no response)</u>	writeinf4

Instructions: Those factors that you identified as most important to your decision to leave active duty Marine Corps service are listed below. Rank order the top 4 that influenced you to leave. [An individualized list of factors rated “**very important**” will be created. If “**very important**” is null, list those that were rated “**important**”]

<u>LRANK1</u>	Most important factor in desire to leave	rankfactor1
<u>LRANK2</u>	Second most important factor in desire to leave	rankfactor2
<u>LRANK3</u>	Third most important factor in desire to leave	rankfactor3
<u>LRANK4</u>	Fourth most important in desire to leave.	rankfactor4

Instructions: Would substantial improvements in any of these factors have changed your decision to leave? (Yes/no). If yes, indicate which ones.
(The factors ranked 1-4 appear on the screen)

<u>LIMPRV1</u>	1. Yes	<u>improve_</u>
	2. No	
<u>LIMPRV2</u>	1. Yes	<u>improve_</u>
	2. No	
<u>LIMPRV3</u>	1. Yes	<u>improve_</u>
	2. No	
<u>LIMPRV4</u>	1. Yes	<u>improve_</u>
	2. No	

Notes: The USMC variable name starts with “improve” and is followed by the question number (shown above as underscore). *WARNING: response codes from these questions are not reliable.

Factors that will be hard to give up:

Instructions: Although you have made a decision to leave active duty Marine Corps service, we would like you to identify among the following features of Marine Corps life those that you will miss about the Marine Corps, "the things that will be hardest to give up."

Rate each factor in terms of how much you will miss it when you leave active duty Marine Corps service.

9/10/99 and Later	Prior to 9/10/99
4. Very hard to give up	Very important
3. Hard to give up	Important
2. Somewhat hard to give up	Somewhat important
1. Not hard to give up	Not important

Job

<u>SJCURR</u>	Current job assignment	jobm73
<u>SJFUTR</u>	Anticipated future job assignments	jobm74
<u>SJPEERS</u>	Marines I work with currently	jobm75
<u>SJRESP</u>	Level of responsibility I am given	jobm76
<u>SJAUTH</u>	Authority to do my job effectively	jobm77
<u>SJFDBK</u>	Feedback on my job performance	jobm78
<u>SJCHAL</u>	Challenging work	jobm79

Career

<u>SCADVOP</u>	Advancement opportunities	careerm80
<u>SCSECUR</u>	Security	careerm81
<u>SCMISSN</u>	Participation in the mission of the Marine Corps	careerm82
<u>SCDEV</u>	Opportunities for career development (training, education)	careerm83
<u>SCMGMT</u>	Career management	careerm84
<u>SCOPPMC</u>	Career opportunities in the Marine Corps	careerm85
<u>SCPMOS</u>	Primary MOS job assignments	careerm86
<u>OCXPMOS</u>	Non-primary MOS job assignments	careerm87
<u>SCCMBAT</u>	Opportunity for combat training	careerm88
<u>SCTMPO</u>	Optempo (number of contingencies, deployments, and exercises)	careerm89

Family Environment and Personal Life

<u>SFDLOCC</u>	Current duty location	famenvperlifem90
<u>SFLOCO</u>	Opportunity to serve in other duty locations	famenvperlifem91
<u>SFMOVEF</u>	Frequency of moves	famenvperlifem92
<u>SFFSS</u>	Family support services	famenvperlifem93
<u>SFREC</u>	Recreational services	famenvperlifem94
<u>SFMHOU</u>	Access to military housing	famenvperlifem95

Benefits

<u>SBRET</u>	Retirement benefits	benefitsm96
<u>SBMED</u>	Medical/dental benefits	benefitsm97
<u>SBPAY</u>	Military pay	benefitsm98
<u>SBINC</u>	Amount and availability of incentive pay (e.g., bonuses)	benefitsm99

Leadership

<u>SLGENOF</u>	The quality of General officer leadership	leadershipm100
<u>SFLDOF</u>	The quality of Field grade (Maj, LtCol, Col) leadership	leadershipm101
<u>SLJROF</u>	The quality of Jr. officer (Capt, Lt) leadership	leadershipm102
<u>SLWAROF</u>	The quality of Warrant officer leadership	leadershipm103
<u>SLSNCO</u>	The quality of SNCO leadership	leadershipm104
<u>SLNCO</u>	The quality of NCO leadership	leadershipm105
<u>SSUNITP</u>	Unit cohesion and pride	leadershipm106
<u>SLSUBOR</u>	Immediate seniors' treatment of subordinates	leadershipm107
<u>SLTECH</u>	Immediate seniors' technical competence	leadershipm108
<u>SLEFOCUS</u>	Immediate seniors' focus on the good of the unit versus personal advancement	
<u>SLCOMM</u>	Communication to Marines about issues affecting them	leadershipm109
<u>SLINPUT</u>	Immediate seniors' consideration of input from individual Marines	leadershipm110
		leadershipm111

Culture

<u>SSPUBLIC</u>	Public support for USMC	culturem112
<u>SSFIT</u>	Physical fitness standards	culturem113
<u>SSAPPR</u>	Personal appearance standards	culturem114
<u>SSMORL</u>	Moral standards	culturem115
<u>SSSERVE</u>	Chance to serve country	culturem116
<u>SSPRIDE</u>	Pride in being an active duty Marine	culturem117
<u>SSTRAVEL</u>	Opportunity to travel	culturem118
<u>SSWOMEN</u>	Opportunities for women in the Marine Corps	culturem119
<u>SRACE</u>	Opportunities for racial/ethnic group minorities in the Marine Corps	culturem120
<u>SSFRNDS</u>	Friendships and acquaintances	culturem121

Please list any other features of Marine Corps service that you will miss **ONLY IF** you would rate them as "will miss a great deal," or you would rate them as "very important" to your decision.

<u>SWRITE1</u>	#1 (blank if no response)	writeinm1
<u>SWRITE2</u>	#2 (blank if no response)	writeinm2
<u>SWRITE3</u>	#3 (blank if no response)	writeinm3
<u>SWRITE4</u>	#4 (blank if no response)	writeinm4

Instructions: Those factors that you identified as something you will miss a great deal are listed below. Rank order the top four that you will miss most.

[Note: Construct a list of factors rated as "Very important," or "important," if the preceding list is a null set.]

<u>SRANK1</u>	Most important factor in desire to stay	rankfactorm1
<u>SRANK2</u>	Second most important factor in desire to stay	rankfactorm2
<u>SRANK3</u>	Third most important factor in desire to stay	rankfactorm3
<u>SRANK4</u>	Fourth most important factor in desire to stay.	rankfactorm4

APPENDIX B

TABLES OF DETAILED RESULTS OF DEMOGRAPHIC GROUP COMPARISONS AND ALL ITEM-LEVEL DESCRIPTIVE STATISTICS

Note 1: Means based on a rating scale where 1=no importance and 4=very important to decision to leave active duty service.

Note 2: This Appendix is organized so that the item-level descriptive statistics for each subgroup are presented immediately following the overall summary table of t-test or ANOVA comparisons. The order of presentation is as follows:

	<u>Page#</u>
Table B1: Mean Ratings for "Reasons to Leave" – Careerists vs. First Termers	40
Table B2: Mean Ratings for "Reasons to Leave" – Hi-Tech vs. Non Hi-Tech	45
Table B3: Mean Ratings for "Reasons to Leave" – Three PMOS Groups (CSS, CA, AVN)	50
Table B4: Mean Ratings for "Reasons to Leave" – Minorities vs. Caucasians	57
Table B5: Mean Ratings for "Reasons to Leave" – Female vs. Male	62
Table B6: Mean Ratings for "Reasons to Leave" – Deployed vs. Not Deployed	67
Table B7: Mean Ratings for "Reasons to Leave" – Married vs. Enlisted	72
Table B8: Mean Ratings for "Reasons to Leave" – Three MEFs	77

All Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.18	1.07
Civilian career opportunities	3.15	1.10
Limitations on personal freedom	3.08	1.12
Anticipated future pay	3.05	1.17
Unit morale	2.89	1.18
Time away from home/family	2.86	1.21
Anticipated future job assignments	2.71	1.19
Quality of SNCO leadership	2.71	1.21
Availability of incentive pay	2.71	1.23
Changes in the way the Marine Corps is being utilized	2.69	1.18
Amount of incentive pay	2.67	1.24
Opportunities for career development (training, education)	2.66	1.17
Impact of frequency of moves on children's education	2.65	1.30
Promotion fairness	2.64	1.22
Advancement opportunities	2.64	1.19
Immediate seniors' treatment of subordinates	2.63	1.26
Impact of frequency of moves on spouse's career	2.63	1.28
Immediate seniors' consideration of input from individual marines	2.58	1.24
Impact of duty station location on spouse's career	2.58	1.29
Communication to marines about issues affecting them	2.54	1.22
Quality of NCO leadership	2.54	1.25
Current retirement benefits	2.53	1.26
Possible changes to future retirement benefits	2.49	1.27
Immediate seniors' focus on personal advancement vs. good of the unit	2.49	1.24
Current duty location	2.45	1.25
Authority to do my job effectively	2.43	1.18
Immediate seniors' technical competence	2.42	1.23
Limited career opportunities in PMOS	2.41	1.25
Current job assignment	2.40	1.17
Availability of equipment to do my job effectively	2.40	1.19
Quality of Junior Officer leadership	2.40	1.23
Possible changes to future medical/dental benefits	2.37	1.26
Quality of housing	2.36	1.27
Current medical/dental benefits	2.33	1.26
Feedback on my job performance	2.32	1.15
Marines I work with currently	2.31	1.20
Number of hours required by work	2.30	1.18
Quality of training	2.29	1.18
Anticipated future duty location	2.26	1.25
Outside demands that interfere with training	2.26	1.20
Fairness of distribution of workload	2.26	1.12

Zero defects standard of performance (low tolerance for mistakes)	2.25	1.20
Desirability of PMOS	2.23	1.21
Quality of Field Grade leadership	2.22	1.21
Availability of training to do my job effectively	2.16	1.17
Frequency of moves	2.16	1.22
Quality of General Officer leadership	2.15	1.19
Limited career opportunities outside PMOS	2.11	1.19
Moral standards: too low	2.06	1.20
Optempo too high	2.05	1.18
Work not challenging enough	2.04	1.09
Public support for USMC	1.97	1.14
Quality of Warrant Officer leadership	1.97	1.16
Quality of recreational services	1.94	1.10
Level of current job responsibility too low	1.93	1.09
Availability of housing	1.91	1.17
Interaction with monitors	1.90	1.10
Opportunities for unit-level training	1.85	1.07
Job security	1.83	1.10
Gender discrimination	1.82	1.17
Quality of family support services	1.80	1.07
Physical fitness standards: too low	1.79	1.09
Personal appearance standards: too low	1.79	1.09
Opportunity for combat training	1.77	1.05
Availability of family support services	1.76	1.05
Racial discrimination	1.73	1.11
Optempo too low	1.73	1.04
Personal appearance standards: to high	1.73	1.07
Moral standards: too high	1.65	1.02
Level of current job responsibility too high	1.59	.96
Physical fitness standards: too high	1.58	.98
Religious discrimination	1.50	.98
Work too challenging	1.42	.82

Valid N =2537

Table B1: Mean Ratings for “Reasons to Leave” – Careerists vs. First Termers

Factor	Careerists N=401	First-Termers N=2133
Civilian career opportunities	3.10 (1.19)	3.15 (1.06)
PAY	2.98 (1.19)	3.14 * (1.03)
RETIREMENT/MEDICAL BENEFITS	2.85 (1.10)	2.35 ** (1.08)
Changes in way USMC being utilized	2.72 (1.21)	2.69 (1.17)
Unit Morale	2.70 (1.25)	2.93 (1.16)
Anticipated future job assignments	2.62 (1.28)	2.73 (1.17)
IMPACT OF CAREER ON MY FAMILY (N=249)	2.57 (1.04)	2.61 (.94)
Limitations on personal freedom	2.57 (1.26)	3.18 ** (1.06)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.53 (1.03)	2.64 ** (1.11)
CAREER ADVANCEMENT AND DEVELOPMENT	2.50 (1.08)	2.67 ** (.97)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.44 (1.29)	2.73 ** (1.20)
Zero defects standard of performance	2.38 (1.23)	2.22 * (1.19)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.36 (1.16)	2.57 ** (1.07)
Current job assignment	2.25 (1.24)	2.43 ** (1.16)
Current duty location	2.16 (1.25)	2.51 ** (1.24)
Optempo too high	2.14 (1.24)	2.03 (1.17)
Marines I work with currently	2.11 (1.21)	2.35 ** (1.20)
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.09 (.82)	2.28 ** (.80)

* $p < .05$; ** $p < .01$ significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Careerist group, a mean difference greater than .12 is needed for statistical significance ($p < .05$).

Enlisted Careerists Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Civilian career opportunities	3.10	1.19
Current pay	3.01	1.20
Anticipated future pay	2.95	1.25
Current retirement benefits	2.95	1.21
Possible changes to future retirement benefits	2.92	1.28
Time away from home/family	2.85	1.24
Possible changes to future medical/dental benefits	2.84	1.28
Impact of frequency of moves on children's education	2.77	1.31
Changes in the way the Marine Corps is being utilized	2.72	1.21
Unit morale	2.70	1.25
Current medical/dental benefits	2.68	1.28
Anticipated future job assignments	2.62	1.28
Quality of SNCO leadership	2.61	1.26
Impact of frequency of moves on spouse's career	2.60	1.29
Advancement opportunities	2.58	1.30
Limitations on personal freedom	2.57	1.26
Impact of duty station location on spouse's career	2.52	1.33
Promotion fairness	2.49	1.32
Availability of incentive pay	2.47	1.31
Quality of NCO leadership	2.46	1.28
Immediate seniors' consideration of input from individual marines	2.45	1.28
Authority to do my job effectively	2.44	1.25
Immediate seniors' treatment of subordinates	2.42	1.33
Opportunities for career development (training, education)	2.42	1.22
Amount of incentive pay	2.41	1.31
Zero defects standard of performance (low tolerance for mistakes)	2.38	1.23
Communication to marines about issues affecting them	2.37	1.27
Anticipated future duty location	2.35	1.31
Quality of Junior Officer leadership	2.30	1.26
Immediate seniors' technical competence	2.28	1.28
Immediate seniors' focus on personal advancement vs. good of the unit	2.28	1.30
Current job assignment	2.25	1.24
Frequency of moves	2.24	1.27
Quality of Field Grade leadership	2.23	1.24
Availability of equipment to do my job effectively	2.22	1.20
Quality of training	2.18	1.21
Limited career opportunities in PMOS	2.17	1.26
Current duty location	2.16	1.25
Feedback on my job performance	2.15	1.21
Optempo too high	2.14	1.24
Quality of housing	2.13	1.28

Number of hours required by work	2.12	1.21
Marines I work with currently	2.11	1.21
Outside demands that interfere with training	2.10	1.21
Fairness of distribution of workload	2.10	1.18
Desirability of PMOS	2.03	1.22
Availability of training to do my job effectively	2.00	1.19
Quality of Warrant Officer leadership	1.98	1.19
Quality of General Officer leadership	1.98	1.14
Limited career opportunities outside PMOS	1.87	1.15
Work not challenging enough	1.87	1.12
Interaction with monitors	1.87	1.13
Quality of family support services	1.86	1.15
Moral standards: too low	1.85	1.14
Availability of housing	1.81	1.18
Quality of recreational services	1.81	1.08
Job security	1.80	1.14
Availability of family support services	1.73	1.06
Level of current job responsibility too low	1.73	1.06
Public support for USMC	1.71	1.06
Gender discrimination	1.67	1.10
Opportunities for unit-level training	1.65	1.00
Personal appearance standards: too low	1.63	1.03
Racial discrimination	1.63	1.06
Physical fitness standards: too low	1.57	.99
Personal appearance standards: to high	1.55	.98
Opportunity for combat training	1.54	.92
Physical fitness standards: too high	1.49	.93
Level of current job responsibility too high	1.48	.95
Moral standards: too high	1.47	.89
Religious discrimination	1.40	.89
Optempo too low	1.38	.79
Work too challenging	1.30	.74

Valid N =401

Enlisted First-termers Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.21	1.04
Limitations on personal freedom	3.18	1.06
Civilian career opportunities	3.15	1.09
Anticipated future pay	3.07	1.15
Unit morale	2.93	1.16
Time away from home/family	2.86	1.20
Availability of incentive pay	2.75	1.21
Anticipated future job assignments	2.73	1.17
Quality of SNCO leadership	2.73	1.20
Amount of incentive pay	2.72	1.22
Opportunities for career development (training, education)	2.71	1.16
Changes in the way the Marine Corps is being utilized	2.69	1.17
Immediate seniors' treatment of subordinates	2.67	1.25
Promotion fairness	2.67	1.19
Advancement opportunities	2.65	1.17
Impact of frequency of moves on spouse's career	2.64	1.28
Immediate seniors' consideration of input from individual marines	2.61	1.23
Impact of duty station location on spouse's career	2.60	1.27
Impact of frequency of moves on children's education	2.58	1.29
Communication to marines about issues affecting them	2.57	1.20
Quality of NCO leadership	2.55	1.24
Immediate seniors' focus on personal advancement vs. good of the unit	2.53	1.23
Current duty location	2.51	1.24
Limited career opportunities in PMOS	2.45	1.24
Current retirement benefits	2.45	1.26
Immediate seniors' technical competence	2.45	1.22
Availability of equipment to do my job effectively	2.44	1.18
Current job assignment	2.43	1.16
Authority to do my job effectively	2.42	1.17
Quality of Junior Officer leadership	2.42	1.22
Possible changes to future retirement benefits	2.41	1.25
Quality of housing	2.40	1.27
Feedback on my job performance	2.35	1.14
Marines I work with currently	2.35	1.20
Number of hours required by work	2.33	1.18
Quality of training	2.31	1.17
Outside demands that interfere with training	2.29	1.20
Fairness of distribution of workload	2.28	1.11
Possible changes to future medical/dental benefits	2.28	1.24
Desirability of PMOS	2.27	1.20
Current medical/dental benefits	2.26	1.24

Anticipated future duty location	2.24	1.24
Zero defects standard of performance (low tolerance for mistakes)	2.22	1.19
Quality of Field Grade leadership	2.21	1.20
Availability of training to do my job effectively	2.19	1.16
Quality of General Officer leadership	2.18	1.20
Limited career opportunities outside PMOS	2.16	1.19
Frequency of moves	2.15	1.21
Moral standards: too low	2.10	1.21
Work not challenging enough	2.07	1.08
Optempo too high	2.03	1.17
Public support for USMC	2.02	1.15
Quality of recreational services	1.97	1.10
Quality of Warrant Officer leadership	1.96	1.16
Level of current job responsibility too low	1.96	1.10
Availability of housing	1.93	1.17
Interaction with monitors	1.91	1.09
Opportunities for unit-level training	1.88	1.07
Gender discrimination	1.85	1.17
Physical fitness standards: too low	1.84	1.11
Job security	1.83	1.10
Personal appearance standards: too low	1.81	1.10
Opportunity for combat training	1.81	1.07
Optempo too low	1.79	1.07
Quality of family support services	1.78	1.06
Availability of family support services	1.77	1.05
Personal appearance standards: too high	1.76	1.08
Racial discrimination	1.75	1.12
Moral standards: too high	1.68	1.04
Level of current job responsibility too high	1.62	.96
Physical fitness standards: too high	1.59	.99
Religious discrimination	1.52	.99
Work too challenging	1.44	.84

Valid N =2133

Table B2: Mean Ratings for “Reasons to Leave” – Hi-Tech vs. Non Hi-Tech

Factor	Hi-Tech N=392	Non Hi-Tech N=2144
Civilian career opportunities	3.29 (1.05)	3.12 ** (1.11)
PAY	3.10 (1.08)	3.12 (1.06)
Limitations on personal freedom	3.10 (1.13)	3.08 (1.12)
Unit Morale	2.77 (1.19)	2.91 (1.18)
Anticipated future job assignments	2.68 (1.22)	2.72 (1.18)
Changes in the way USMC being utilized	2.65 (1.20)	2.70 (1.17)
IMPACT OF CAREER ON MY FAMILY (spouse, kids)	2.57 (.98)	2.60 (.98)
CAREER ADVANCEMENT AND DEVELOPMENT	2.55 (.99)	2.66* (.99)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.52 (1.24)	2.72** (1.21)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.49 (1.11)	2.65* (1.12)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.33 (1.06)	2.57 ** (1.09)
Current duty location	2.35 (1.26)	2.47 (1.25)
RETIREMENT/MEDICAL BENEFITS	2.35 (1.07)	2.46 (1.10)
Current job assignment	2.25 (1.18)	2.43 ** (1.17)
Zero defects standard of performance (low tolerance for mistakes)	2.17 (1.20)	2.26 (1.20)
Optempo too high	2.14 (1.25)	2.03 (1.17)
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.08 (.74)	2.28 ** (.81)
Marines I work with currently	2.04 (1.12)	2.36 ** (1.21)

* p<.05; ** p<.01 significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Hi-Tech group, a mean difference greater than .11 is needed for statistical significance (p<.05).

Hi-Tech Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Civilian career opportunities	3.29	1.05
Current pay	3.15	1.09
Limitations on personal freedom	3.10	1.13
Anticipated future pay	3.05	1.18
Time away from home/family	2.79	1.22
Unit morale	2.77	1.19
Quality of SNCO leadership	2.69	1.21
Anticipated future job assignments	2.68	1.22
Changes in the way the Marine Corps is being utilized	2.65	1.20
Opportunities for career development (training, education)	2.57	1.20
Advancement opportunities	2.55	1.24
Impact of frequency of moves on spouse's career	2.54	1.28
Promotion fairness	2.53	1.27
Amount of incentive pay	2.52	1.26
Availability of incentive pay	2.52	1.26
Current retirement benefits	2.49	1.25
Impact of duty station location on spouse's career	2.47	1.28
Possible changes to future retirement benefits	2.45	1.28
Immediate seniors' treatment of subordinates	2.43	1.27
Impact of frequency of moves on children's education	2.43	1.34
Immediate seniors' consideration of input from individual marines	2.40	1.24
Current duty location	2.35	1.26
Authority to do my job effectively	2.32	1.15
Quality of NCO leadership	2.29	1.24
Communication to marines about issues affecting them	2.29	1.21
Immediate seniors' technical competence	2.28	1.24
Anticipated future duty location	2.28	1.29
Quality of housing	2.26	1.29
Current job assignment	2.25	1.18
Quality of Junior Officer leadership	2.24	1.21
Immediate seniors' focus on personal advancement vs. good of the unit	2.24	1.24
Possible changes to future medical/dental benefits	2.23	1.24
Current medical/dental benefits	2.22	1.23
Number of hours required by work	2.19	1.21
Availability of equipment to do my job effectively	2.18	1.18
Zero defects standard of performance (low tolerance for mistakes)	2.17	1.20
Outside demands that interfere with training	2.16	1.19
Availability of training to do my job effectively	2.15	1.18
Fairness of distribution of workload	2.14	1.14
Optempo too high	2.14	1.25
Quality of Field Grade leadership	2.12	1.20

Feedback on my job performance	2.12	1.12
Quality of training	2.07	1.12
Limited career opportunities in PMOS	2.06	1.24
Frequency of moves	2.04	1.20
Marines I work with currently	2.04	1.12
Desirability of PMOS	1.98	1.18
Moral standards: too low	1.94	1.17
Work not challenging enough	1.92	1.06
Quality of General Officer leadership	1.90	1.15
Quality of Warrant Officer leadership	1.81	1.10
Level of current job responsibility too low	1.77	1.04
Limited career opportunities outside PMOS	1.71	1.05
Availability of housing	1.69	1.09
Interaction with monitors	1.66	1.01
Quality of recreational services	1.65	.96
Gender discrimination	1.64	1.05
Public support for USMC	1.61	.96
Personal appearance standards: to high	1.56	.99
Job security	1.55	.93
Quality of family support services	1.49	.88
Physical fitness standards: too low	1.49	.91
Opportunities for unit-level training	1.49	.87
Personal appearance standards: too low	1.48	.88
Optempo too low	1.44	.86
Racial discrimination	1.43	.89
Moral standards: too high	1.42	.82
Availability of family support services	1.42	.79
Opportunity for combat training	1.41	.82
Physical fitness standards: too high	1.39	.81
Level of current job responsibility too high	1.37	.79
Religious discrimination	1.29	.74
Work too challenging	1.22	.60

Valid N = 392

Non-Hitech Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.19	1.07
Civilian career opportunities	3.12	1.11
Limitations on personal freedom	3.08	1.12
Anticipated future pay	3.06	1.16
Unit morale	2.91	1.18
Time away from home/family	2.87	1.20
Availability of incentive pay	2.74	1.23
Anticipated future job assignments	2.72	1.18
Quality of SNCO leadership	2.71	1.21
Changes in the way the Marine Corps is being utilized	2.70	1.17
Amount of incentive pay	2.70	1.23
Impact of frequency of moves on children's education	2.69	1.29
Opportunities for career development (training, education)	2.68	1.17
Immediate seniors' treatment of subordinates	2.67	1.26
Promotion fairness	2.66	1.20
Advancement opportunities	2.66	1.18
Impact of frequency of moves on spouse's career	2.65	1.28
Immediate seniors' consideration of input from individual marines	2.62	1.24
Impact of duty station location on spouse's career	2.60	1.29
Communication to marines about issues affecting them	2.59	1.21
Quality of NCO leadership	2.58	1.24
Immediate seniors' focus on personal advancement vs. good of the unit	2.54	1.24
Current retirement benefits	2.54	1.27
Possible changes to future retirement benefits	2.50	1.27
Current duty location	2.47	1.25
Limited career opportunities in PMOS	2.47	1.24
Authority to do my job effectively	2.45	1.19
Immediate seniors' technical competence	2.44	1.23
Availability of equipment to do my job effectively	2.44	1.18
Current job assignment	2.43	1.17
Quality of Junior Officer leadership	2.43	1.23
Possible changes to future medical/dental benefits	2.39	1.26
Quality of housing	2.38	1.27
Marines I work with currently	2.36	1.21
Feedback on my job performance	2.36	1.16
Current medical/dental benefits	2.35	1.26
Quality of training	2.33	1.18
Number of hours required by work	2.32	1.18
Outside demands that interfere with training	2.28	1.20
Fairness of distribution of workload	2.28	1.11
Desirability of PMOS	2.28	1.21

Zero defects standard of performance (low tolerance for mistakes)	2.26	1.20
Anticipated future duty location	2.26	1.24
Quality of Field Grade leadership	2.23	1.21
Quality of General Officer leadership	2.19	1.19
Limited career opportunities outside PMOS	2.18	1.19
Frequency of moves	2.18	1.22
Availability of training to do my job effectively	2.16	1.17
Moral standards: too low	2.08	1.21
Work not challenging enough	2.06	1.10
Public support for USMC	2.03	1.16
Optempo too high	2.03	1.17
Quality of recreational services	2.00	1.11
Quality of Warrant Officer leadership	2.00	1.17
Level of current job responsibility too low	1.95	1.10
Availability of housing	1.95	1.18
Interaction with monitors	1.94	1.10
Opportunities for unit-level training	1.91	1.09
Job security	1.88	1.13
Gender discrimination	1.86	1.18
Quality of family support services	1.85	1.09
Physical fitness standards: too low	1.85	1.11
Personal appearance standards: too low	1.84	1.12
Opportunity for combat training	1.83	1.07
Availability of family support services	1.83	1.08
Racial discrimination	1.79	1.14
Optempo too low	1.78	1.06
Personal appearance standards: to high	1.76	1.08
Moral standards: too high	1.69	1.04
Level of current job responsibility too high	1.63	.98
Physical fitness standards: too high	1.61	1.01
Religious discrimination	1.54	1.01
Work too challenging	1.46	.85

Valid N = 2145

Table B3: Mean Ratings for “Reasons to Leave” – Three PMOS Groups

Factor	CSS N=1364	CA N=568	AVN N=594	Mean Diffs
Civilian career opportunities	3.13 (1.10)	3.13 (1.10)	3.20 (1.10)	
PAY	3.11 (1.06)	3.09 (1.07)	3.17 (1.04)	
Limitations on personal freedom	3.08 (1.13)	3.11 (1.08)	3.08 (1.12)	
Unit morale	2.95 (1.15)	2.88 (1.19)	2.77 (1.22)	**CSS>AVN
Anticipated future job assignments	2.69 (1.20)	2.78 (1.16)	2.69 (1.18)	
Changes in the way USMC being utilized	2.66 (1.18)	2.81 (1.15)	2.67 (1.19)	*CA>both
AMOUNT & AVAILABILITY OF INCENTIVE PAY	2.67 (1.21)	2.77 (1.20)	2.67 (1.25)	
CAREER ADVANCEMENT AND DEVELOPMENT	2.66 (.99)	2.65 (.99)	2.62 (1.00)	
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.65 (1.18)	2.67 (1.10)	2.52 (1.15)	*AVN<both
IMPACT OF CAREER ON FAMILY	2.63 (.98)	2.58 (.94)	2.53 (.99)	
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, etc.)	2.58 (1.08)	2.58 (1.06)	2.39 (1.10)	**AVN<both
Current duty location	2.46 (1.25)	2.53 (1.23)	2.37 (1.25)	
RETIREMENT/MEDICAL BENEFITS	2.41 (1.10)	2.39 (1.10)	2.49 (1.08)	
Current job assignment	2.42 (1.18)	2.55 (1.14)	2.20 (1.16)	**AVN<CSS <CA
Marines I work with currently	2.34 (1.21)	2.46 (1.21)	2.11 (1.15)	**AVN<CSS <CA
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.26 (.82)	2.33 (.79)	2.15 (.79)	**AVN<both
MOS OPPORTUNITIES	2.21 (.98)	2.54 (1.00)	2.09 (1.02)	**AVN<CSS <CA
QUALITY OF COMMISSIONED OFFICER LEADERSHIP	2.20 (1.02)	2.26 (.98)	2.06 (1.04)	**AVN<both

* p<.05, ** p<.01 (F-test of ANOVA). Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area); others are single items. Means based on rating where 1=no to 4=very high importance.

Enlisted in Aviation Leaving Voluntarily
Mean Ratings for "Reasons to Leave"

Factor	Mean	Std. Dev.
Current pay	3.25	1.05
Civilian career opportunities	3.20	1.10
Anticipated future pay	3.10	1.17
Limitations on personal freedom	3.08	1.12
Time away from home/family	2.90	1.20
Unit morale	2.77	1.22
Anticipated future job assignments	2.69	1.18
Availability of incentive pay	2.68	1.26
Changes in the way the Marine Corps is being utilized	2.67	1.19
Amount of incentive pay	2.66	1.26
Advancement opportunities	2.65	1.21
Quality of SNCO leadership	2.64	1.22
Current retirement benefits	2.64	1.24
Promotion fairness	2.62	1.23
Opportunities for career development (training, education)	2.59	1.20
Impact of frequency of moves on children's education	2.57	1.28
Possible changes to future retirement benefits	2.56	1.28
Impact of frequency of moves on spouse's career	2.53	1.30
Impact of duty station location on spouse's career	2.48	1.29
Immediate seniors' treatment of subordinates	2.46	1.27
Immediate seniors' consideration of input from individual marines	2.42	1.24
Quality of NCO leadership	2.39	1.25
Possible changes to future medical/dental benefits	2.39	1.26
Communication to marines about issues affecting them	2.38	1.22
Current medical/dental benefits	2.37	1.26
Current duty location	2.37	1.25
Number of hours required by work	2.37	1.22
Immediate seniors' focus on personal advancement vs. good of the unit	2.36	1.23
Immediate seniors' technical competence	2.31	1.24
Quality of housing	2.30	1.28
Availability of equipment to do my job effectively	2.30	1.21
Limited career opportunities in PMOS	2.27	1.26
Zero defects standard of performance (low tolerance for mistakes)	2.25	1.21
Authority to do my job effectively	2.24	1.15
Fairness of distribution of workload	2.22	1.12
Anticipated future duty location	2.21	1.26
Current job assignment	2.20	1.16
Outside demands that interfere with training	2.19	1.19
Optempo too high	2.19	1.22
Quality of Junior Officer leadership	2.18	1.20

Feedback on my job performance	2.18	1.13
Frequency of moves	2.14	1.21
Marines I work with currently	2.11	1.15
Quality of Field Grade leadership	2.09	1.19
Desirability of PMOS	2.08	1.23
Quality of training	2.06	1.13
Quality of General Officer leadership	2.02	1.17
Availability of training to do my job effectively	1.98	1.13
Work not challenging enough	1.96	1.10
Moral standards: too low	1.96	1.19
Quality of Warrant Officer leadership	1.94	1.15
Limited career opportunities outside PMOS	1.92	1.14
Availability of housing	1.89	1.17
Public support for USMC	1.84	1.12
Quality of recreational services	1.81	1.05
Level of current job responsibility too low	1.80	1.03
Gender discrimination	1.78	1.15
Interaction with monitors	1.75	1.04
Job security	1.71	1.05
Personal appearance standards: to high	1.69	1.06
Quality of family support services	1.69	1.03
Availability of family support services	1.62	.97
Racial discrimination	1.57	1.02
Opportunities for unit-level training	1.57	.91
Physical fitness standards: too low	1.56	.97
Personal appearance standards: too low	1.56	.97
Moral standards: too high	1.54	.95
Optempo too low	1.54	.94
Level of current job responsibility too high	1.48	.88
Physical fitness standards: too high	1.48	.92
Opportunity for combat training	1.45	.84
Religious discrimination	1.41	.91
Work too challenging	1.33	.75

Valid N =594

Enlisted in Combat Arms Leaving Voluntarily
Mean Ratings for "Reasons to Leave"

Factor	Mean	Std. Dev.
Current pay	3.15	1.09
Civilian career opportunities	3.13	1.10
Limitations on personal freedom	3.11	1.08
Anticipated future pay	3.03	1.17
Unit morale	2.87	1.19
Time away from home/family	2.84	1.23
Opportunities for career development (training, education)	2.81	1.15
Changes in the way the Marine Corps is being utilized	2.81	1.15
Limited career opportunities in PMOS	2.80	1.22
Availability of incentive pay	2.78	1.20
Anticipated future job assignments	2.78	1.16
Amount of incentive pay	2.75	1.22
Impact of frequency of moves on spouse's career	2.74	1.30
Quality of SNCO leadership	2.70	1.20
Impact of duty station location on spouse's career	2.66	1.29
Quality of NCO leadership	2.64	1.24
Immediate seniors' consideration of input from individual marines	2.64	1.21
Immediate seniors' treatment of subordinates	2.63	1.26
Quality of Junior Officer leadership	2.60	1.22
Immediate seniors' focus on personal advancement vs. good of the unit	2.60	1.24
Promotion fairness	2.58	1.20
Communication to marines about issues affecting them	2.58	1.21
Availability of equipment to do my job effectively	2.58	1.14
Advancement opportunities	2.56	1.17
Quality of training	2.56	1.19
Current job assignment	2.55	1.14
Authority to do my job effectively	2.54	1.19
Current duty location	2.53	1.23
Current retirement benefits	2.49	1.27
Immediate seniors' technical competence	2.48	1.21
Marines I work with currently	2.46	1.21
Possible changes to future retirement benefits	2.45	1.26
Limited career opportunities outside PMOS	2.43	1.22
Impact of frequency of moves on children's education	2.42	1.34
Desirability of PMOS	2.41	1.20
Feedback on my job performance	2.36	1.12
Outside demands that interfere with training	2.34	1.19
Availability of training to do my job effectively	2.34	1.18
Current medical/dental benefits	2.32	1.26
Possible changes to future medical/dental benefits	2.32	1.25
Quality of Field Grade leadership	2.32	1.23

Number of hours required by work	2.31	1.13
Quality of housing	2.31	1.26
Quality of General Officer leadership	2.29	1.21
Fairness of distribution of workload	2.27	1.08
Anticipated future duty location	2.22	1.24
Zero defects standard of performance (low tolerance for mistakes)	2.18	1.19
Optempo too high	2.17	1.17
Opportunities for unit-level training	2.14	1.15
Moral standards: too low	2.13	1.20
Work not challenging enough	2.10	1.07
Opportunity for combat training	2.09	1.16
Frequency of moves	2.09	1.19
Public support for USMC	2.08	1.17
Level of current job responsibility too low	2.06	1.13
Physical fitness standards: too low	2.06	1.18
Quality of recreational services	2.01	1.12
Interaction with monitors	2.00	1.10
Personal appearance standards: too low	1.95	1.16
Availability of housing	1.90	1.17
Job security	1.86	1.12
Quality of Warrant Officer leadership	1.82	1.11
Quality of family support services	1.81	1.07
Availability of family support services	1.81	1.08
Optempo too low	1.80	1.04
Personal appearance standards: to high	1.72	1.07
Moral standards: too high	1.71	1.05
Racial discrimination	1.69	1.08
Level of current job responsibility too high	1.65	.99
Gender discrimination	1.64	1.06
Physical fitness standards: too high	1.54	.96
Religious discrimination	1.50	.96
Work too challenging	1.47	.86

Valid N = 568

Enlisted in Combat Service Support Leaving Voluntarily
Mean Ratings for "Reasons to Leave"

Factor	Mean	Std. Dev.
Current pay	3.17	1.07
Civilian career opportunities	3.13	1.10
Limitations on personal freedom	3.08	1.13
Anticipated future pay	3.05	1.16
Unit morale	2.95	1.15
Time away from home/family	2.84	1.20
Quality of SNCO leadership	2.74	1.21
Impact of frequency of moves on children's education	2.73	1.29
Immediate seniors' treatment of subordinates	2.71	1.26
Availability of incentive pay	2.69	1.23
Anticipated future job assignments	2.69	1.20
Promotion fairness	2.68	1.21
Advancement opportunities	2.67	1.18
Changes in the way the Marine Corps is being utilized	2.66	1.18
Amount of incentive pay	2.64	1.23
Impact of frequency of moves on spouse's career	2.64	1.27
Opportunities for career development (training, education)	2.63	1.16
Immediate seniors' consideration of input from individual marines	2.63	1.24
Impact of duty station location on spouse's career	2.60	1.28
Communication to marines about issues affecting them	2.59	1.22
Quality of NCO leadership	2.56	1.24
Immediate seniors' focus on personal advancement vs. good of the unit	2.51	1.25
Current retirement benefits	2.49	1.27
Possible changes to future retirement benefits	2.48	1.27
Authority to do my job effectively	2.47	1.18
Current duty location	2.46	1.25
Immediate seniors' technical competence	2.44	1.23
Current job assignment	2.42	1.18
Quality of Junior Officer leadership	2.41	1.23
Quality of housing	2.40	1.27
Availability of equipment to do my job effectively	2.37	1.19
Feedback on my job performance	2.37	1.17
Possible changes to future medical/dental benefits	2.37	1.26
Marines I work with currently	2.34	1.21
Limited career opportunities in PMOS	2.31	1.22
Current medical/dental benefits	2.30	1.26
Anticipated future duty location	2.30	1.25
Quality of training	2.27	1.17
Fairness of distribution of workload	2.27	1.14
Zero defects standard of performance (low tolerance for mistakes)	2.27	1.20
Number of hours required by work	2.26	1.19

Outside demands that interfere with training	2.26	1.21
Desirability of PMOS	2.23	1.19
Quality of Field Grade leadership	2.22	1.19
Frequency of moves	2.20	1.23
Availability of training to do my job effectively	2.18	1.17
Quality of General Officer leadership	2.14	1.19
Limited career opportunities outside PMOS	2.07	1.16
Moral standards: too low	2.07	1.21
Work not challenging enough	2.05	1.09
Quality of Warrant Officer leadership	2.04	1.18
Quality of recreational services	1.97	1.11
Public support for USMC	1.97	1.14
Optempo too high	1.93	1.15
Level of current job responsibility too low	1.92	1.10
Interaction with monitors	1.92	1.11
Availability of housing	1.92	1.18
Gender discrimination	1.92	1.20
Job security	1.86	1.12
Opportunities for unit-level training	1.85	1.06
Quality of family support services	1.84	1.08
Racial discrimination	1.81	1.16
Personal appearance standards: too low	1.81	1.10
Availability of family support services	1.81	1.07
Optempo too low	1.79	1.08
Physical fitness standards: too low	1.78	1.08
Opportunity for combat training	1.77	1.04
Personal appearance standards: to high	1.75	1.07
Moral standards: too high	1.66	1.03
Physical fitness standards: too high	1.64	1.02
Level of current job responsibility too high	1.62	.97
Religious discrimination	1.54	1.01
Work too challenging	1.44	.83

Valid N =1364

Table B4: Mean Ratings for “Reasons to Leave” – Minorities vs. Caucasians

Factor	Minorities N=764	Caucasian N=1773
PAY	3.18 (1.04)	3.09 (1.07)
Civilian career opportunities	3.14 (1.12)	3.15 (1.10)
Limitations on personal freedom	3.06 (1.13)	3.09 (1.11)
Unit Morale	2.92 (1.19)	2.88 (1.17)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.77 (1.20)	2.65 * (1.22)
CAREER ADVANCEMENT AND DEVELOPMENT	2.73 (1.01)	2.61** (.98)
Anticipated future job assignments	2.71 (1.19)	2.71 (1.19)
Changes in the way USMC being utilized	2.68 (1.18)	2.70 (1.17)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.66 (1.13)	2.61 (1.12)
IMPACT OF CAREER ON MY SPOUSE	2.62 (.98)	2.58 (.96)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.60 (1.08)	2.50 * (1.09)
Current duty location	2.57 (1.25)	2.40 ** (1.24)
RETIREMENT/MEDICAL BENEFITS	2.48 (1.12)	2.40 (1.08)
Current job assignment	2.45 (1.18)	2.38 (1.17)
MOS OPPORTUNITIES	2.38 (1.02)	2.20 ** (1.00)
Marines I work with currently	2.35 (1.20)	2.29 (1.20)
Racial discrimination	2.13 (1.26)	1.56 ** (1.00)
Job security	1.98 (1.16)	1.76 ** (1.07)

* $p < .05$; ** $p < .01$ significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Minorities group, a mean difference greater than .10 is needed for statistical significance ($p < .05$).

Minority Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.24	1.06
Civilian career opportunities	3.13	1.12
Anticipated future pay	3.11	1.14
Limitations on personal freedom	3.06	1.13
Unit morale	2.92	1.19
Time away from home/family	2.86	1.21
Opportunities for career development (training, education)	2.83	1.16
Availability of incentive pay	2.78	1.23
Amount of incentive pay	2.75	1.23
Anticipated future job assignments	2.71	1.19
Advancement opportunities	2.70	1.20
Immediate seniors' treatment of subordinates	2.70	1.25
Quality of SNCO leadership	2.68	1.19
Changes in the way the Marine Corps is being utilized	2.68	1.19
Immediate seniors' consideration of input from individual marines	2.67	1.21
Communication to marines about issues affecting them	2.65	1.21
Impact of duty station location on spouse's career	2.65	1.26
Promotion fairness	2.65	1.22
Impact of frequency of moves on spouse's career	2.63	1.28
Quality of NCO leadership	2.63	1.24
Current duty location	2.57	1.25
Limited career opportunities in PMOS	2.54	1.23
Immediate seniors' focus on personal advancement vs. good of the unit	2.54	1.22
Current retirement benefits	2.53	1.29
Possible changes to future retirement benefits	2.53	1.29
Impact of frequency of moves on children's education	2.51	1.31
Current job assignment	2.45	1.18
Immediate seniors' technical competence	2.45	1.23
Possible changes to future medical/dental benefits	2.45	1.27
Availability of equipment to do my job effectively	2.44	1.21
Authority to do my job effectively	2.44	1.18
Quality of Junior Officer leadership	2.44	1.22
Current medical/dental benefits	2.41	1.26
Quality of housing	2.40	1.28
Feedback on my job performance	2.38	1.17
Fairness of distribution of workload	2.35	1.14
Marines I work with currently	2.35	1.20
Number of hours required by work	2.35	1.20
Quality of training	2.33	1.19
Anticipated future duty location	2.31	1.23
Desirability of PMOS	2.30	1.21

Limited career opportunities outside PMOS	2.28	1.21
Outside demands that interfere with training	2.26	1.20
Zero defects standard of performance (low tolerance for mistakes)	2.25	1.21
Quality of Field Grade leadership	2.23	1.20
Quality of General Officer leadership	2.23	1.21
Availability of training to do my job effectively	2.22	1.19
Frequency of moves	2.19	1.23
Racial discrimination	2.13	1.26
Quality of recreational services	2.12	1.16
Optempo too high	2.09	1.19
Moral standards: too low	2.09	1.21
Availability of housing	2.09	1.22
Public support for USMC	2.08	1.17
Interaction with monitors	2.07	1.14
Quality of Warrant Officer leadership	2.06	1.19
Gender discrimination	2.06	1.25
Quality of family support services	1.99	1.15
Work not challenging enough	1.99	1.08
Job security	1.98	1.16
Availability of family support services	1.97	1.13
Level of current job responsibility too low	1.94	1.09
Opportunities for unit-level training	1.93	1.09
Physical fitness standards: too low	1.86	1.11
Personal appearance standards: too low	1.84	1.12
Opportunity for combat training	1.82	1.06
Personal appearance standards: to high	1.81	1.11
Optempo too low	1.78	1.05
Religious discrimination	1.75	1.16
Moral standards: too high	1.74	1.08
Level of current job responsibility too high	1.72	1.02
Physical fitness standards: too high	1.68	1.04
Work too challenging	1.55	.92

Valid N =764

Caucasian Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.16	1.07
Civilian career opportunities	3.15	1.10
Limitations on personal freedom	3.09	1.11
Anticipated future pay	3.03	1.18
Unit morale	2.88	1.17
Time away from home/family	2.86	1.20
Impact of frequency of moves on children's education	2.72	1.29
Quality of SNCO leadership	2.72	1.22
Anticipated future job assignments	2.71	1.19
Changes in the way the Marine Corps is being utilized	2.70	1.17
Availability of incentive pay	2.67	1.24
Promotion fairness	2.64	1.21
Amount of incentive pay	2.63	1.24
Impact of frequency of moves on spouse's career	2.63	1.28
Advancement opportunities	2.61	1.19
Immediate seniors' treatment of subordinates	2.61	1.27
Opportunities for career development (training, education)	2.59	1.17
Impact of duty station location on spouse's career	2.55	1.30
Immediate seniors' consideration of input from individual marines	2.54	1.25
Current retirement benefits	2.53	1.25
Quality of NCO leadership	2.50	1.25
Communication to marines about issues affecting them	2.49	1.22
Possible changes to future retirement benefits	2.48	1.26
Immediate seniors' focus on personal advancement vs. good of the unit	2.47	1.25
Authority to do my job effectively	2.42	1.18
Immediate seniors' technical competence	2.40	1.23
Current duty location	2.40	1.24
Availability of equipment to do my job effectively	2.38	1.18
Quality of Junior Officer leadership	2.38	1.23
Current job assignment	2.38	1.17
Limited career opportunities in PMOS	2.35	1.25
Quality of housing	2.34	1.27
Possible changes to future medical/dental benefits	2.33	1.26
Marines I work with currently	2.29	1.20
Current medical/dental benefits	2.29	1.25
Feedback on my job performance	2.29	1.15
Number of hours required by work	2.28	1.18
Quality of training	2.27	1.17
Outside demands that interfere with training	2.26	1.20
Zero defects standard of performance (low tolerance for mistakes)	2.24	1.20
Anticipated future duty location	2.24	1.26

Fairness of distribution of workload	2.21	1.11
Quality of Field Grade leadership	2.21	1.21
Desirability of PMOS	2.20	1.21
Frequency of moves	2.15	1.22
Availability of training to do my job effectively	2.14	1.16
Quality of General Officer leadership	2.11	1.18
Work not challenging enough	2.06	1.10
Moral standards: too low	2.04	1.20
Limited career opportunities outside PMOS	2.04	1.17
Optempo too high	2.03	1.18
Quality of Warrant Officer leadership	1.93	1.14
Public support for USMC	1.92	1.13
Level of current job responsibility too low	1.92	1.10
Quality of recreational services	1.87	1.06
Availability of housing	1.83	1.14
Interaction with monitors	1.83	1.07
Opportunities for unit-level training	1.81	1.05
Physical fitness standards: too low	1.77	1.09
Personal appearance standards: too low	1.76	1.08
Job security	1.76	1.07
Opportunity for combat training	1.74	1.04
Gender discrimination	1.73	1.11
Quality of family support services	1.71	1.02
Optempo too low	1.71	1.04
Personal appearance standards: to high	1.69	1.05
Availability of family support services	1.67	1.01
Moral standards: too high	1.60	.99
Racial discrimination	1.56	1.00
Level of current job responsibility too high	1.54	.92
Physical fitness standards: too high	1.53	.95
Religious discrimination	1.39	.87
Work too challenging	1.36	.77

Valid N =1773

Table B5: Mean Ratings for “Reasons to Leave” – Female vs. Male

Factor	Female N=150	Male N=2385
Unit Morale	3.10 (1.12)	2.88 * (1.18)
PAY	3.09 (1.15)	3.12 (1.05)
Limitations on personal freedom	3.03 (1.15)	3.09 (1.11)
Civilian career opportunities	3.01 (1.17)	3.15 (1.10)
IMPACT OF CAREER ON MY KIDS (n=77 females)	2.90 (.93)	2.58 ** (.95)
Anticipated future job assignments	2.87 (1.19)	2.70 (1.19)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.83 (1.17)	2.61 * (1.12)
Changes in the way USMC is being utilized	2.81 (1.19)	2.69 (1.18)
CAREER ADVANCEMENT AND DEVELOPMENT	2.75 (1.08)	2.64 * (.98)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.74 (1.10)	2.52 * (1.08)
Gender discrimination	2.56 (1.32)	1.78 ** (1.14)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.49 (1.27)	2.70 * (1.21)
Current duty location	2.42 (1.25)	2.46 (1.25)
Current job assignment	2.39 (1.25)	2.40 (1.17)
RETIREMENT/MEDICAL BENEFITS	2.38 (1.12)	2.43 (1.09)
MOS OPPORTUNITIES	2.26 (1.04)	2.25 (1.01)
Marines I currently work with	2.24 (1.26)	2.32 (1.20)
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.21 (.90)	2.25 (.80)

* p<.05; ** p<.01 significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Female group, a mean difference greater than .20 is needed for statistical significance (p<.05).

Female Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.13	1.15
Time away from home/family	3.12	1.18
Unit morale	3.10	1.12
Anticipated future pay	3.05	1.23
Limitations on personal freedom	3.03	1.15
Civilian career opportunities	3.01	1.17
Impact of frequency of moves on children's education	2.99	1.23
Quality of SNCO leadership	2.89	1.26
Immediate seniors' treatment of subordinates	2.87	1.26
Anticipated future job assignments	2.87	1.19
Advancement opportunities	2.83	1.24
Communication to marines about issues affecting them	2.81	1.22
Changes in the way the Marine Corps is being utilized	2.81	1.19
Immediate seniors' consideration of input from individual marines	2.79	1.23
Opportunities for career development (training, education)	2.78	1.23
Quality of NCO leadership	2.77	1.26
Impact of duty station location on spouse's career	2.68	1.36
Promotion fairness	2.65	1.30
Immediate seniors' focus on personal advancement vs. good of the unit	2.62	1.25
Immediate seniors' technical competence	2.62	1.25
Impact of frequency of moves on spouse's career	2.61	1.38
Gender discrimination	2.56	1.32
Availability of incentive pay	2.51	1.29
Anticipated future duty location	2.48	1.28
Amount of incentive pay	2.46	1.27
Feedback on my job performance	2.44	1.26
Authority to do my job effectively	2.44	1.22
Current duty location	2.42	1.25
Possible changes to future retirement benefits	2.41	1.35
Current job assignment	2.39	1.25
Limited career opportunities in PMOS	2.38	1.31
Possible changes to future medical/dental benefits	2.37	1.33
Current medical/dental benefits	2.37	1.32
Current retirement benefits	2.36	1.32
Quality of Junior Officer leadership	2.33	1.27
Quality of Field Grade leadership	2.32	1.27
Desirability of PMOS	2.32	1.29
Outside demands that interfere with training	2.28	1.26
Number of hours required by work	2.28	1.18
Marines I work with currently	2.24	1.26
Quality of General Officer leadership	2.23	1.24

Availability of equipment to do my job effectively	2.23	1.22
Zero defects standard of performance (low tolerance for mistakes)	2.21	1.24
Quality of housing	2.18	1.29
Frequency of moves	2.18	1.30
Moral standards: too low	2.13	1.28
Availability of training to do my job effectively	2.11	1.21
Fairness of distribution of workload	2.11	1.13
Quality of training	2.10	1.23
Limited career opportunities outside PMOS	2.07	1.21
Work not challenging enough	2.01	1.18
Quality of Warrant Officer leadership	1.99	1.24
Job security	1.97	1.22
Racial discrimination	1.96	1.24
Quality of family support services	1.93	1.17
Level of current job responsibility too low	1.92	1.20
Availability of family support services	1.91	1.17
Public support for USMC	1.90	1.15
Availability of housing	1.89	1.20
Interaction with monitors	1.86	1.13
Optempo too high	1.85	1.13
Physical fitness standards: too high	1.83	1.13
Quality of recreational services	1.80	1.08
Personal appearance standards: too low	1.79	1.13
Personal appearance standards: to high	1.74	1.09
Moral standards: too high	1.68	1.04
Opportunities for unit-level training	1.67	.98
Physical fitness standards: too low	1.64	1.03
Religious discrimination	1.62	1.10
Level of current job responsibility too high	1.60	1.01
Optempo too low	1.59	.97
Work too challenging	1.44	.88
Opportunity for combat training	1.42	.86

Valid N = 150

Male Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.19	1.07
Civilian career opportunities	3.15	1.10
Limitations on personal freedom	3.09	1.12
Anticipated future pay	3.05	1.16
Unit morale	2.88	1.18
Time away from home/family	2.84	1.21
Availability of incentive pay	2.72	1.23
Anticipated future job assignments	2.70	1.19
Quality of SNCO leadership	2.70	1.21
Changes in the way the Marine Corps is being utilized	2.69	1.18
Amount of incentive pay	2.68	1.23
Opportunities for career development (training, education)	2.65	1.17
Promotion fairness	2.64	1.21
Impact of frequency of moves on spouse's career	2.63	1.27
Advancement opportunities	2.63	1.19
Immediate seniors' treatment of subordinates	2.62	1.26
Impact of frequency of moves on children's education	2.61	1.30
Impact of duty station location on spouse's career	2.57	1.28
Immediate seniors' consideration of input from individual marines	2.57	1.24
Current retirement benefits	2.54	1.26
Quality of NCO leadership	2.52	1.25
Communication to marines about issues affecting them	2.52	1.21
Possible changes to future retirement benefits	2.50	1.27
Immediate seniors' focus on personal advancement vs. good of the unit	2.48	1.24
Current duty location	2.46	1.25
Authority to do my job effectively	2.42	1.18
Availability of equipment to do my job effectively	2.41	1.19
Limited career opportunities in PMOS	2.41	1.24
Immediate seniors' technical competence	2.41	1.23
Quality of Junior Officer leadership	2.40	1.23
Current job assignment	2.40	1.17
Quality of housing	2.37	1.27
Possible changes to future medical/dental benefits	2.37	1.26
Current medical/dental benefits	2.33	1.25
Marines I work with currently	2.32	1.20
Feedback on my job performance	2.31	1.14
Quality of training	2.30	1.17
Number of hours required by work	2.30	1.18
Fairness of distribution of workload	2.26	1.12
Outside demands that interfere with training	2.26	1.20
Zero defects standard of performance (low tolerance for mistakes)	2.25	1.20

Anticipated future duty location	2.25	1.25
Desirability of PMOS	2.23	1.20
Quality of Field Grade leadership	2.21	1.20
Availability of training to do my job effectively	2.17	1.17
Frequency of moves	2.16	1.22
Quality of General Officer leadership	2.14	1.19
Limited career opportunities outside PMOS	2.11	1.18
Optempo too high	2.06	1.18
Moral standards: too low	2.05	1.20
Work not challenging enough	2.04	1.09
Public support for USMC	1.97	1.14
Quality of Warrant Officer leadership	1.97	1.16
Quality of recreational services	1.95	1.10
Level of current job responsibility too low	1.93	1.09
Availability of housing	1.91	1.17
Interaction with monitors	1.90	1.09
Opportunities for unit-level training	1.86	1.07
Job security	1.82	1.10
Physical fitness standards: too low	1.80	1.10
Opportunity for combat training	1.79	1.06
Quality of family support services	1.79	1.06
Personal appearance standards: too low	1.79	1.09
Gender discrimination	1.78	1.14
Availability of family support services	1.75	1.04
Optempo too low	1.74	1.05
Personal appearance standards: to high	1.73	1.07
Racial discrimination	1.72	1.10
Moral standards: too high	1.64	1.02
Level of current job responsibility too high	1.59	.95
Physical fitness standards: too high	1.56	.97
Religious discrimination	1.49	.97
Work too challenging	1.42	.82

Valid N =2385

Table B6: Mean Ratings for “Reasons to Leave” – Deployed vs. Not Deployed

Factor	Deployed N=1142	Not Deployed N=1395
Limitations on personal freedom	3.18 (1.06)	3.01 ** (1.15)
Civilian career opportunities	3.16 (1.08)	3.13 (1.13)
PAY	3.12 (1.04)	3.12 (1.08)
Unit Morale	2.88 (1.18)	2.90 (1.18)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.75 (1.21)	2.63 * (1.22)
Changes in the way USMC being utilized	2.74 (1.16)	2.66 (1.19)
Anticipated future job assignments	2.67 (1.19)	2.75 (1.19)
CAREER ADVANCEMENT AND DEVELOPMENT	2.64 (.96)	2.66 (1.01)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.64 (1.11)	2.61 (1.13)
IMPACT OF CAREER ON MY FAMILY (spouse, kids)	2.62 (.91)	2.59 (1.00)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.55 (1.09)	2.52 (1.09)
Current duty location	2.42 (1.24)	2.49 (1.25)
RETIREMENT/MEDICAL BENEFITS	2.41 (1.08)	2.45 (1.11)
Current job assignment	2.36 (1.15)	2.43 (1.20)
Marines I work with currently	2.36 (1.21)	2.27 (1.19)
MOS OPPORTUNITIES	2.27 (1.03)	2.24 (1.00)
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.27 (.80)	2.22 (.81)
Optempo too high	2.18 (1.20)	1.94 ** (1.15)

* p<.05; ** p<.01 significant differences in t-test. Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Deployed group, a mean difference greater than .07 is needed for statistical significance (p<.05).

Enlisted Deployed w/i Past 12 months
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.19	1.05
Limitations on personal freedom	3.18	1.06
Civilian career opportunities	3.16	1.08
Anticipated future pay	3.05	1.16
Time away from home/family	2.89	1.19
Unit morale	2.88	1.18
Availability of incentive pay	2.76	1.22
Amount of incentive pay	2.74	1.23
Changes in the way the Marine Corps is being utilized	2.74	1.16
Quality of SNCO leadership	2.72	1.20
Opportunities for career development (training, education)	2.68	1.16
Impact of frequency of moves on spouse's career	2.67	1.28
Anticipated future job assignments	2.66	1.19
Immediate seniors' treatment of subordinates	2.64	1.26
Promotion fairness	2.63	1.20
Immediate seniors' consideration of input from individual marines	2.61	1.24
Advancement opportunities	2.60	1.16
Impact of frequency of moves on children's education	2.59	1.32
Impact of duty station location on spouse's career	2.57	1.28
Communication to marines about issues affecting them	2.57	1.21
Quality of NCO leadership	2.56	1.24
Immediate seniors' focus on personal advancement vs. good of the unit	2.52	1.25
Current retirement benefits	2.51	1.25
Availability of equipment to do my job effectively	2.50	1.17
Quality of Junior Officer leadership	2.48	1.23
Possible changes to future retirement benefits	2.47	1.26
Authority to do my job effectively	2.45	1.18
Immediate seniors' technical competence	2.44	1.24
Current duty location	2.41	1.24
Limited career opportunities in PMOS	2.40	1.24
Quality of housing	2.38	1.27
Current job assignment	2.36	1.15
Marines I work with currently	2.36	1.21
Quality of training	2.34	1.18
Possible changes to future medical/dental benefits	2.34	1.24
Feedback on my job performance	2.33	1.14
Current medical/dental benefits	2.32	1.24
Number of hours required by work	2.29	1.17
Outside demands that interfere with training	2.28	1.20
Zero defects standard of performance (low tolerance for mistakes)	2.27	1.21
Quality of Field Grade leadership	2.27	1.20

Fairness of distribution of workload	2.26	1.10
Desirability of PMOS	2.23	1.21
Quality of General Officer leadership	2.21	1.20
Availability of training to do my job effectively	2.21	1.16
Optempo too high	2.18	1.20
Anticipated future duty location	2.18	1.23
Limited career opportunities outside PMOS	2.17	1.20
Frequency of moves	2.15	1.22
Moral standards: too low	2.07	1.19
Work not challenging enough	2.05	1.09
Public support for USMC	2.01	1.14
Level of current job responsibility too low	1.95	1.10
Quality of recreational services	1.93	1.09
Interaction with monitors	1.91	1.10
Quality of Warrant Officer leadership	1.91	1.14
Opportunities for unit-level training	1.90	1.10
Availability of housing	1.90	1.16
Physical fitness standards: too low	1.83	1.11
Opportunity for combat training	1.82	1.08
Personal appearance standards: too low	1.80	1.10
Job security	1.79	1.08
Gender discrimination	1.79	1.16
Personal appearance standards: too high	1.77	1.09
Quality of family support services	1.76	1.05
Optempo too low	1.76	1.06
Availability of family support services	1.74	1.04
Racial discrimination	1.72	1.12
Moral standards: too high	1.67	1.04
Level of current job responsibility too high	1.57	.94
Physical fitness standards: too high	1.57	.98
Religious discrimination	1.48	.97
Work too challenging	1.41	.80

Valid N =1142

Enlisted NOT Deployed w/i Past 12 months
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.17	1.09
Civilian career opportunities	3.13	1.13
Anticipated future pay	3.06	1.17
Limitations on personal freedom	3.01	1.15
Unit morale	2.90	1.18
Time away from home/family	2.83	1.21
Anticipated future job assignments	2.75	1.19
Quality of SNCO leadership	2.70	1.22
Impact of frequency of moves on children's education	2.68	1.29
Advancement opportunities	2.67	1.21
Availability of incentive pay	2.66	1.24
Changes in the way the Marine Corps is being utilized	2.66	1.19
Promotion fairness	2.65	1.23
Opportunities for career development (training, education)	2.65	1.18
Immediate seniors' treatment of subordinates	2.63	1.26
Impact of frequency of moves on spouse's career	2.61	1.28
Amount of incentive pay	2.61	1.24
Impact of duty station location on spouse's career	2.59	1.29
Immediate seniors' consideration of input from individual marines	2.56	1.24
Current retirement benefits	2.54	1.28
Quality of NCO leadership	2.52	1.26
Communication to marines about issues affecting them	2.52	1.22
Possible changes to future retirement benefits	2.51	1.28
Current duty location	2.49	1.25
Immediate seniors' focus on personal advancement vs. good of the unit	2.47	1.24
Current job assignment	2.43	1.20
Limited career opportunities in PMOS	2.41	1.25
Authority to do my job effectively	2.41	1.18
Immediate seniors' technical competence	2.41	1.22
Possible changes to future medical/dental benefits	2.39	1.28
Quality of housing	2.34	1.27
Current medical/dental benefits	2.34	1.27
Quality of Junior Officer leadership	2.33	1.22
Anticipated future duty location	2.32	1.26
Availability of equipment to do my job effectively	2.32	1.20
Feedback on my job performance	2.31	1.16
Number of hours required by work	2.30	1.19
Marines I work with currently	2.27	1.19
Fairness of distribution of workload	2.25	1.13
Outside demands that interfere with training	2.25	1.20
Quality of training	2.24	1.17

Desirability of PMOS	2.23	1.21
Zero defects standard of performance (low tolerance for mistakes)	2.23	1.20
Quality of Field Grade leadership	2.17	1.21
Frequency of moves	2.17	1.22
Availability of training to do my job effectively	2.13	1.17
Quality of General Officer leadership	2.10	1.18
Limited career opportunities outside PMOS	2.07	1.18
Moral standards: too low	2.05	1.21
Work not challenging enough	2.03	1.09
Quality of Warrant Officer leadership	2.02	1.17
Quality of recreational services	1.95	1.11
Optempo too high	1.94	1.15
Public support for USMC	1.93	1.14
Availability of housing	1.92	1.18
Level of current job responsibility too low	1.90	1.08
Interaction with monitors	1.89	1.09
Job security	1.86	1.12
Gender discrimination	1.85	1.17
Quality of family support services	1.82	1.09
Opportunities for unit-level training	1.80	1.04
Availability of family support services	1.78	1.06
Personal appearance standards: too low	1.77	1.09
Physical fitness standards: too low	1.76	1.07
Racial discrimination	1.74	1.12
Opportunity for combat training	1.73	1.02
Optempo too low	1.71	1.03
Personal appearance standards: to high	1.70	1.05
Moral standards: too high	1.63	1.00
Level of current job responsibility too high	1.61	.97
Physical fitness standards: too high	1.58	.98
Religious discrimination	1.52	.99
Work too challenging	1.43	.84

Valid N =1395

Table B7: Mean Ratings for “Reasons to Leave” – Married vs. Single Enlisted

Factor	Married N=1113	Single N=1423
Civilian career opportunities	3.17 (1.10)	3.13 (1.11)
PAY	3.08 (1.09)	3.15 (1.04)
Limitations on personal freedom	2.94 (1.18)	3.20 ** (1.05)
Unit Morale	2.86 (1.18)	2.92 (1.18)
Anticipated future job assignments	2.73 (1.21)	2.70 (1.17)
Changes in the way USMC being utilized	2.71 (1.17)	2.68 (1.18)
AMOUNT AND AVAILABILITY OF INCENTIVE PAY	2.67 (1.22)	2.70 (1.21)
CAREER ADVANCEMENT AND DEVELOPMENT	2.66 (1.01)	2.64 (.98)
Impact of career on my family (time away)	2.60 (.96)	2.29 ** (.96)
RETIREMENT/MEDICAL BENEFITS	2.58 (1.10)	2.32 ** (1.08)
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.57 (1.13)	2.66 (1.11)
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, focus on personal advancement, etc.)	2.50 (1.11)	2.56 (1.07)
Current duty location	2.41 (1.26)	2.49 (1.24)
Current job assignment	2.39 (1.21)	2.41 (1.15)
Marines I work with currently	2.28 (1.21)	2.34 (1.19)
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.24 (.83)	2.25 (.78)
MOS OPPORTUNITIES	2.22 (1.02)	2.27 (1.00)
Optempo too high	2.18 (1.21)	1.95 ** (1.15)

* p<.05; ** p<.01 significant differences in t-test. Std. dev. in parentheses. COMPOSITE measures (groups of items in a related area). Means based on rating where 1=no to 4=very high importance. Within the Married group, a mean difference greater than .07 is needed for statistical significance (p<.05).

Married Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Civilian career opportunities	3.17	1.10
Current pay	3.14	1.09
Time away from home/family	3.14	1.12
Anticipated future pay	3.01	1.19
Limitations on personal freedom	2.94	1.18
Unit morale	2.86	1.18
Anticipated future job assignments	2.73	1.21
Changes in the way the Marine Corps is being utilized	2.71	1.17
Advancement opportunities	2.69	1.21
Availability of incentive pay	2.69	1.24
Impact of frequency of moves on children's education	2.68	1.29
Quality of SNCO leadership	2.66	1.23
Promotion fairness	2.66	1.24
Current retirement benefits	2.65	1.26
Amount of incentive pay	2.65	1.24
Possible changes to future retirement benefits	2.62	1.27
Opportunities for career development (training, education)	2.62	1.19
Immediate seniors' treatment of subordinates	2.60	1.28
Impact of duty station location on spouse's career	2.58	1.29
Immediate seniors' consideration of input from individual marines	2.57	1.25
Impact of frequency of moves on spouse's career	2.57	1.28
Possible changes to future medical/dental benefits	2.56	1.27
Communication to marines about issues affecting them	2.50	1.23
Quality of NCO leadership	2.48	1.25
Current medical/dental benefits	2.47	1.26
Immediate seniors' focus on personal advancement vs. good of the unit	2.44	1.26
Availability of equipment to do my job effectively	2.41	1.21
Authority to do my job effectively	2.41	1.20
Current duty location	2.41	1.26
Limited career opportunities in PMOS	2.40	1.27
Immediate seniors' technical competence	2.39	1.24
Current job assignment	2.39	1.21
Quality of Junior Officer leadership	2.39	1.24
Anticipated future duty location	2.35	1.28
Feedback on my job performance	2.32	1.19
Frequency of moves	2.31	1.25
Number of hours required by work	2.30	1.21
Quality of housing	2.30	1.26
Marines I work with currently	2.28	1.21
Outside demands that interfere with training	2.26	1.21
Fairness of distribution of workload	2.24	1.15

Quality of training	2.24	1.19
Zero defects standard of performance (low tolerance for mistakes)	2.22	1.20
Desirability of PMOS	2.18	1.21
Quality of Field Grade leadership	2.18	1.21
Optempo too high	2.18	1.21
Availability of training to do my job effectively	2.12	1.18
Quality of General Officer leadership	2.12	1.20
Limited career opportunities outside PMOS	2.08	1.20
Moral standards: too low	2.02	1.22
Availability of housing	2.02	1.21
Work not challenging enough	2.02	1.10
Quality of Warrant Officer leadership	1.98	1.17
Quality of family support services	1.96	1.13
Level of current job responsibility too low	1.93	1.12
Quality of recreational services	1.90	1.10
Interaction with monitors	1.89	1.09
Public support for USMC	1.88	1.12
Availability of family support services	1.88	1.09
Job security	1.86	1.12
Opportunities for unit-level training	1.79	1.06
Gender discrimination	1.78	1.16
Racial discrimination	1.71	1.11
Personal appearance standards: too low	1.70	1.06
Personal appearance standards: to high	1.70	1.05
Opportunity for combat training	1.68	1.01
Physical fitness standards: too low	1.67	1.02
Moral standards: too high	1.61	.99
Level of current job responsibility too high	1.60	.97
Physical fitness standards: too high	1.60	.99
Optempo too low	1.58	.95
Religious discrimination	1.49	.98
Work too challenging	1.40	.82

Valid N=1112

Single Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Impact of frequency of moves on spouse's career	3.94	.42
Current pay	3.22	1.05
Limitations on personal freedom	3.20	1.05
Civilian career opportunities	3.13	1.11
Anticipated future pay	3.09	1.15
Unit morale	2.92	1.18
Quality of SNCO leadership	2.74	1.20
Availability of incentive pay	2.72	1.23
Anticipated future job assignments	2.70	1.17
Opportunities for career development (training, education)	2.69	1.16
Amount of incentive pay	2.69	1.23
Changes in the way the Marine Corps is being utilized	2.68	1.18
Immediate seniors' treatment of subordinates	2.67	1.25
Time away from home/family	2.64	1.23
Promotion fairness	2.62	1.19
Advancement opportunities	2.60	1.17
Immediate seniors' consideration of input from individual marines	2.59	1.23
Quality of NCO leadership	2.58	1.24
Communication to marines about issues affecting them	2.57	1.20
Immediate seniors' focus on personal advancement vs. good of the unit	2.53	1.23
Impact of duty station location on spouse's career	2.50	2.12
Current duty location	2.49	1.24
Impact of frequency of moves on children's education	2.47	1.33
Immediate seniors' technical competence	2.44	1.22
Current retirement benefits	2.44	1.26
Authority to do my job effectively	2.44	1.17
Current job assignment	2.41	1.15
Limited career opportunities in PMOS	2.41	1.23
Quality of Junior Officer leadership	2.41	1.22
Quality of housing	2.40	1.28
Possible changes to future retirement benefits	2.39	1.26
Availability of equipment to do my job effectively	2.39	1.17
Marines I work with currently	2.34	1.19
Quality of training	2.33	1.16
Feedback on my job performance	2.32	1.12
Number of hours required by work	2.29	1.16
Desirability of PMOS	2.27	1.21
Zero defects standard of performance (low tolerance for mistakes)	2.27	1.20
Fairness of distribution of workload	2.26	1.10
Outside demands that interfere with training	2.26	1.20
Quality of Field Grade leadership	2.24	1.20

Current medical/dental benefits	2.22	1.24
Possible changes to future medical/dental benefits	2.22	1.23
Availability of training to do my job effectively	2.19	1.16
Anticipated future duty location	2.19	1.22
Quality of General Officer leadership	2.17	1.19
Limited career opportunities outside PMOS	2.13	1.18
Moral standards: too low	2.08	1.19
Work not challenging enough	2.05	1.09
Frequency of moves	2.05	1.18
Public support for USMC	2.04	1.16
Quality of recreational services	1.97	1.10
Quality of Warrant Officer leadership	1.96	1.15
Optempo too high	1.95	1.15
Level of current job responsibility too low	1.92	1.07
Interaction with monitors	1.91	1.10
Physical fitness standards: too low	1.89	1.13
Opportunities for unit-level training	1.89	1.07
Gender discrimination	1.86	1.17
Personal appearance standards: too low	1.85	1.12
Optempo too low	1.85	1.10
Opportunity for combat training	1.83	1.08
Availability of housing	1.82	1.14
Job security	1.80	1.09
Personal appearance standards: to high	1.75	1.08
Racial discrimination	1.74	1.12
Moral standards: too high	1.67	1.04
Availability of family support services	1.67	1.01
Quality of family support services	1.67	1.00
Level of current job responsibility too high	1.59	.94
Physical fitness standards: too high	1.56	.98
Religious discrimination	1.50	.98
Work too challenging	1.43	.83

Valid N=1423

Table B8: Mean Ratings for “Reasons to Leave” – Three MEFs

Factor	I MEF N=805	II MEF N=794	III MEF N=486	Mean Diffs
Civilian career opportunities	3.16 (1.07)	3.17 (1.08)	3.07 (1.16)	
PAY	3.28 (1.01)	3.09 (1.06)	3.06 (1.11)	*I MEF > both
Limitations on personal freedom	3.17 (1.04)	3.02 (1.16)	3.25 (1.06)	**II MEF < both
Unit morale	2.89 (1.18)	2.84 (1.19)	2.98 (1.17)	
Anticipated future job assignments	2.73 (1.19)	2.67 (1.17)	2.71 (1.21)	
Changes in the way USMC being utilized	2.69 (1.15)	2.67 (1.17)	2.80 (1.21)	
AMOUNT & AVAILABILITY OF INCENTIVE PAY	2.78 (1.18)	2.66 (1.22)	2.63 (1.26)	
CAREER ADVANCEMENT AND DEVELOPMENT	2.67 (.98)	2.60 (.97)	2.75 (.99)	* III MEF > II MEF
QUALITY OF NON-COMMISSIONED OFFICER LEADERSHIP	2.65 (1.11)	2.54 (1.12)	2.67 (1.10)	
IMPACT OF CAREER ON FAMILY	2.60 (.94)	2.56 (.98)	2.61 (.93)	
LEADERSHIP (immediate superiors': treatment of and communication to subordinates, openness to input, etc.)	2.59 (1.07)	2.48 (1.09)	2.57 (1.09)	
Current duty location	2.31 (1.24)	2.52 (1.23)	2.57 (1.27)	**I MEF < both
RETIREMENT/MEDICAL BENEFITS	2.46 (1.08)	2.48 (1.09)	2.22 (1.08)	**III MEF < both
Current job assignment	2.39 (1.17)	2.38 (1.15)	2.43 (1.16)	
CAREER OPPORTUNITIES IN USMC (e.g., promotion fairness, advancement opportunities)	2.39 (.86)	2.33 (.84)	2.46 (.85)	*III MEF > both
Marines I work with currently	2.37 (1.18)	2.24 (1.19)	2.36 (1.24)	
JOB CHARACTERISTICS (authority, performance feedback, fair workload, etc.)	2.29 (.81)	2.20 (.80)	2.30 (.80)	*II MEF < both
Zero defects standard of performance (low tolerance for mistakes)	2.27 (1.19)	2.24 (1.21)	2.25 (1.22)	
QUALITY OF COMMISSIONED OFFICER LEADERSHIP	2.25 (1.02)	2.12 (.98)	2.24 (1.04)	*II MEF < both

* p<.05, ** p<.01 (F-test of ANOVA). Standard deviations in parentheses. COMPOSITE measures (groups of items in a related area); others are single items. Means based on rating where 1=no to 4=very high importance.

I MEF Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Current pay	3.28	1.01
Limitations on personal freedom	3.17	1.04
Civilian career opportunities	3.16	1.07
Anticipated future pay	3.12	1.13
Time away from home/family	2.93	1.17
Unit morale	2.89	1.18
Availability of incentive pay	2.80	1.20
Amount of incentive pay	2.77	1.20
Anticipated future job assignments	2.73	1.19
Quality of SNCO leadership	2.72	1.18
Opportunities for career development (training, education)	2.72	1.16
Changes in the way the Marine Corps is being utilized	2.69	1.15
Immediate seniors' treatment of subordinates	2.68	1.25
Impact of frequency of moves on children's education	2.67	1.28
Promotion fairness	2.65	1.18
Advancement opportunities	2.65	1.17
Immediate seniors' consideration of input from individual marines	2.63	1.22
Immediate seniors' focus on personal advancement vs. good of the unit	2.59	1.22
Impact of frequency of moves on spouse's career	2.59	1.25
Quality of NCO leadership	2.58	1.23
Communication to marines about issues affecting them	2.57	1.19
Impact of duty station location on spouse's career	2.57	1.27
Current retirement benefits	2.55	1.25
Possible changes to future retirement benefits	2.54	1.25
Quality of Junior Officer leadership	2.51	1.19
Availability of equipment to do my job effectively	2.48	1.18
Immediate seniors' technical competence	2.47	1.20
Authority to do my job effectively	2.47	1.17
Limited career opportunities in PMOS	2.44	1.23
Current job assignment	2.39	1.17
Number of hours required by work	2.39	1.17
Marines I work with currently	2.37	1.18
Possible changes to future medical/dental benefits	2.37	1.23
Current medical/dental benefits	2.37	1.24
Quality of housing	2.34	1.26
Feedback on my job performance	2.33	1.14
Outside demands that interfere with training	2.33	1.17
Quality of training	2.31	1.16
Current duty location	2.31	1.24
Frequency of moves	2.28	1.22
Fairness of distribution of workload	2.28	1.10

Quality of Field Grade leadership	2.27	1.19
Zero defects standard of performance (low tolerance for mistakes)	2.27	1.19
Anticipated future duty location	2.26	1.23
Quality of General Officer leadership	2.23	1.19
Desirability of PMOS	2.22	1.19
Optempo too high	2.21	1.18
Availability of training to do my job effectively	2.21	1.15
Limited career opportunities outside PMOS	2.17	1.19
Public support for USMC	2.04	1.13
Moral standards: too low	2.03	1.17
Work not challenging enough	2.03	1.08
Quality of Warrant Officer leadership	2.01	1.16
Level of current job responsibility too low	1.97	1.11
Availability of housing	1.95	1.17
Quality of recreational services	1.95	1.08
Interaction with monitors	1.91	1.09
Opportunities for unit-level training	1.87	1.06
Gender discrimination	1.87	1.17
Job security	1.86	1.11
Physical fitness standards: too low	1.86	1.09
Quality of family support services	1.83	1.07
Availability of family support services	1.81	1.06
Personal appearance standards: too low	1.80	1.08
Opportunity for combat training	1.80	1.05
Personal appearance standards: to high	1.78	1.08
Optempo too low	1.74	1.04
Racial discrimination	1.74	1.10
Moral standards: too high	1.67	1.01
Level of current job responsibility too high	1.66	1.00
Physical fitness standards: too high	1.62	1.00
Religious discrimination	1.56	1.00
Work too challenging	1.48	.87

Valid N =805

II MEF Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Civilian career opportunities	3.17	1.08
Current pay	3.16	1.08
Anticipated future pay	3.02	1.17
Limitations on personal freedom	3.02	1.16
Time away from home/family	2.85	1.19
Unit morale	2.84	1.19
Availability of incentive pay	2.68	1.23
Changes in the way the Marine Corps is being utilized	2.67	1.17
Anticipated future job assignments	2.67	1.17
Amount of incentive pay	2.64	1.24
Quality of SNCO leadership	2.61	1.21
Promotion fairness	2.61	1.20
Advancement opportunities	2.60	1.17
Opportunities for career development (training, education)	2.59	1.18
Immediate seniors' treatment of subordinates	2.58	1.26
Impact of frequency of moves on spouse's career	2.58	1.31
Current retirement benefits	2.55	1.25
Impact of frequency of moves on children's education	2.53	1.31
Current duty location	2.52	1.23
Possible changes to future retirement benefits	2.51	1.26
Immediate seniors' consideration of input from individual marines	2.51	1.23
Communication to marines about issues affecting them	2.48	1.22
Impact of duty station location on spouse's career	2.48	1.29
Quality of NCO leadership	2.47	1.24
Possible changes to future medical/dental benefits	2.45	1.25
Immediate seniors' focus on personal advancement vs. good of the unit	2.43	1.24
Current medical/dental benefits	2.40	1.25
Immediate seniors' technical competence	2.39	1.23
Current job assignment	2.38	1.15
Availability of equipment to do my job effectively	2.38	1.17
Authority to do my job effectively	2.35	1.17
Limited career opportunities in PMOS	2.35	1.25
Quality of housing	2.35	1.28
Quality of Junior Officer leadership	2.29	1.22
Feedback on my job performance	2.29	1.14
Marines I work with currently	2.24	1.19
Zero defects standard of performance (low tolerance for mistakes)	2.24	1.21
Anticipated future duty location	2.23	1.23
Quality of training	2.23	1.18
Desirability of PMOS	2.21	1.22
Number of hours required by work	2.20	1.16

Outside demands that interfere with training	2.20	1.21
Fairness of distribution of workload	2.19	1.12
Quality of Field Grade leadership	2.16	1.19
Limited career opportunities outside PMOS	2.11	1.18
Quality of General Officer leadership	2.10	1.17
Optempo too high	2.10	1.19
Moral standards: too low	2.09	1.23
Availability of training to do my job effectively	2.05	1.12
Frequency of moves	2.05	1.19
Work not challenging enough	2.04	1.07
Quality of Warrant Officer leadership	1.95	1.14
Public support for USMC	1.92	1.13
Level of current job responsibility too low	1.91	1.09
Quality of recreational services	1.88	1.09
Interaction with monitors	1.86	1.07
Availability of housing	1.85	1.15
Opportunities for unit-level training	1.83	1.08
Gender discrimination	1.82	1.16
Job security	1.81	1.08
Personal appearance standards: too low	1.79	1.11
Racial discrimination	1.78	1.14
Quality of family support services	1.77	1.06
Physical fitness standards: too low	1.75	1.09
Availability of family support services	1.74	1.03
Optempo too low	1.74	1.05
Opportunity for combat training	1.73	1.03
Personal appearance standards: to high	1.70	1.04
Moral standards: too high	1.61	.99
Physical fitness standards: too high	1.57	.98
Level of current job responsibility too high	1.56	.91
Religious discrimination	1.52	1.01
Work too challenging	1.38	.78

Valid N =794

III MEF Enlisted Leaving Voluntarily
Item Mean Ratings of "Importance to Decision to Leave"

Factor	Mean	Std. Dev.
Limitations on personal freedom	3.25	1.06
Current pay	3.11	1.13
Civilian career opportunities	3.07	1.16
Anticipated future pay	3.01	1.21
Unit morale	2.98	1.17
Time away from home/family	2.86	1.23
Changes in the way the Marine Corps is being utilized	2.80	1.21
Quality of SNCO leadership	2.80	1.21
Opportunities for career development (training, education)	2.78	1.18
Impact of duty station location on spouse's career	2.76	1.30
Impact of frequency of moves on children's education	2.75	1.34
Impact of frequency of moves on spouse's career	2.74	1.29
Promotion fairness	2.74	1.23
Advancement opportunities	2.73	1.21
Anticipated future job assignments	2.71	1.21
Immediate seniors' treatment of subordinates	2.66	1.27
Availability of incentive pay	2.65	1.28
Immediate seniors' consideration of input from individual marines	2.64	1.26
Amount of incentive pay	2.61	1.29
Communication to marines about issues affecting them	2.58	1.23
Current duty location	2.57	1.27
Quality of NCO leadership	2.55	1.28
Quality of Junior Officer leadership	2.54	1.26
Immediate seniors' focus on personal advancement vs. good of the unit	2.52	1.28
Availability of equipment to do my job effectively	2.52	1.22
Authority to do my job effectively	2.49	1.19
Limited career opportunities in PMOS	2.46	1.26
Quality of housing	2.45	1.29
Immediate seniors' technical competence	2.44	1.26
Current job assignment	2.43	1.16
Quality of training	2.42	1.21
Feedback on my job performance	2.38	1.17
Availability of training to do my job effectively	2.37	1.23
Number of hours required by work	2.37	1.21
Marines I work with currently	2.36	1.24
Quality of Field Grade leadership	2.33	1.22
Current retirement benefits	2.33	1.26
Desirability of PMOS	2.32	1.24
Fairness of distribution of workload	2.32	1.13
Outside demands that interfere with training	2.31	1.24
Possible changes to future retirement benefits	2.28	1.28

Zero defects standard of performance (low tolerance for mistakes)	2.25	1.22
Anticipated future duty location	2.22	1.28
Quality of General Officer leadership	2.19	1.22
Limited career opportunities outside PMOS	2.14	1.21
Possible changes to future medical/dental benefits	2.14	1.25
Moral standards: too low	2.13	1.21
Current medical/dental benefits	2.12	1.25
Frequency of moves	2.11	1.20
Work not challenging enough	2.05	1.12
Quality of recreational services	2.03	1.14
Interaction with monitors	2.02	1.18
Optempo too high	2.02	1.19
Public support for USMC	1.96	1.16
Opportunities for unit-level training	1.93	1.10
Quality of Warrant Officer leadership	1.92	1.17
Level of current job responsibility too low	1.91	1.09
Opportunity for combat training	1.88	1.12
Availability of housing	1.87	1.18
Optempo too low	1.85	1.12
Physical fitness standards: too low	1.85	1.12
Gender discrimination	1.83	1.20
Job security	1.79	1.13
Personal-appearance standards: too low	1.79	1.10
Personal appearance standards: to high	1.78	1.12
Quality of family support services	1.72	1.05
Availability of family support services	1.69	1.01
Racial discrimination	1.66	1.10
Moral standards: too high	1.65	1.05
Level of current job responsibility too high	1.58	.97
Physical fitness standards: too high	1.56	.98
Religious discrimination	1.41	.91
Work too challenging	1.40	.80

Valid N =486

APPENDIX C

FREQUENCIES OF ITEMS RANKED FIRST AS THE REASON TO LEAVE BY ENLISTED LEAVING VOLUNTARILY

Top “First Choice” Reasons to Leave: Enlisted Leaving Voluntarily¹³

<u>Factor</u>	<u>% as first choice (N=2537)</u>
Civilian career opportunities	12.9
Pay	9.0
Time away from home/family	6.1
Limited career opportunities in my primary MOS	4.4
Current job assignment	4.1
Limitations on personal freedom	3.9
Promotion fairness	3.0
Changes in the way USMC is being utilized	2.9
Quality of SNCO leadership	2.6
Unit morale	2.0
Pursue education	1.8*
Family obligations	1.7*

Top “First Choice” Reasons to Leave: Enlisted Females Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=151)</u>
Family obligations	9.3*
Changes in the way USMC is being utilized	7.3
Gender discrimination	6.0
Time away from home/family	6.0
Pay	6.0
Limited career opportunities in my primary MOS	6.0
Civilian career opportunities	5.3
Quality of SNCO leadership	4.0
Current job assignment	3.3

¹³The factors ranked first in “reasons to leave” are listed to cumulate 50% of sample’s choices or to include all items cited by a minimum of 2% (or 5) respondents for the group of interest.

* = These were “write-ins.” If presented as choices, they could have received higher frequency.

Top “First Choice” Reasons to Leave: **Hi-Tech** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=392)</u>
Civilian career opportunities	20.2
Pay	9.0
Time away from home/family	6.4
Limitations on personal freedom	4.8
Promotion fairness	3.1
Limited career opportunities in my primary MOS	3.1
Changes in the way USMC is being utilized	3.1
Quality of SNCO leadership	2.0
Current job assignment	2.0
Optempo too high	2.0
Pursue education	2.0*
Leadership	2.0*

Top “First Choice” Reasons to Leave: **Non-Hi-Tech** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=2146)</u>
Civilian career opportunities	11.6
Pay	10.1
Time away from home/family	6.1
Limited career opportunities in my primary MOS	4.7
Current job assignment	4.5
Limitations on personal freedom	3.7
Changes in the way USMC is being utilized	2.8
Quality of SNCO leadership	2.7
Promotion fairness	2.2
Unit morale	2.2
Pursue education	1.8*
Family obligations	1.7*
Leadership	1.7*

Top “First Choice” Reasons to Leave: **Married** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=1114)</u>
Civilian career opportunities	13.1
Time away from home/family	9.2
Pay	8.3
Current job assignment	4.0
Limited career opportunities in my primary MOS	3.5
Promotion fairness	3.0
Quality of SNCO leadership	2.7
Changes in the way USMC is being utilized	2.5
Family obligations	2.2*
Optempo: too high	2.1
Limitations on personal freedom	1.9
Leadership	1.8*

Top “First Choice” Reasons to Leave: **Single** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=1424)</u>
Civilian career opportunities	12.8
Pay	11.0
Limitations on personal freedom	5.5
Limited career opportunities in my primary MOS	5.1
Current job assignment	4.2
Time away from home/family	3.8
Changes in the way USMC is being utilized	3.2
Promotion fairness	3.0
Quality of SNCO leadership	2.5
Pursue education	2.5*
Unit morale	2.2
Leadership	1.7*

Top “First Choice” Reasons to Leave: **Career** Enlisted Leaving Voluntarily¹⁴

<u>Factor</u>	<u>% as first choice (N=401)</u>
Civilian career opportunities	13.0
Pay	6.4
Time away from home/family	3.7
Promotion fairness	3.7
Changes in the way USMC is being utilized	3.5
Current job assignment	3.5
Optempo – too high	3.5
Limited career opportunities in my primary MOS	3.2
Quality of Field Grade officer leadership	2.5
Leadership	2.0*
Family obligations	2.0*
Advancement opportunities	2.0
Zero defects standard of performance	2.0
Retirement benefits	2.0

Top “First Choice” Reasons to Leave: **First-term** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=2137)</u>
Civilian career opportunities	12.9
Pay	10.5
Time away from home/family	6.6
Limited career opportunities in my primary MOS	4.6
Current job assignment	4.3
Limitations on personal freedom	4.3
Quality of SNCO leadership	2.9
Changes in the way USMC is being utilized	2.8
Promotion fairness	2.8
Unit morale	2.2
Pursue education	2.0*
Leadership	1.7*
Family obligations	1.6*

¹⁴“Career” enlisted are those who have re-enlisted at least once after first term commitment

Top “First Choice” Reasons to Leave: **Minority** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=764)</u>
Civilian career opportunities	12.4
Pay	11.2
Limited career opportunities in my primary MOS	5.4
Time away from home/family	5.4
Current job assignment	4.7
Limitations on personal freedom	3.8
Promotion fairness	3.0
Pursue education	2.9*
Changes in the way USMC is being utilized	2.9
Racial discrimination	2.5
Unit morale	2.1
Leadership	2.0*
Family obligations	1.7*

Top “First Choice” Reasons to Leave: **Caucasian** Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=1774)</u>
Civilian career opportunities	13.1
Pay	9.2
Time away from home/family	6.5
Limited career opportunities in my primary MOS	4.0
Current job assignment	3.9
Limitations on personal freedom	3.9
Quality of SNCO leadership	3.2
Promotion fairness	3.0
Changes in the way USMC is being utilized	2.9
Unit morale	2.0
Family obligations	1.7*
Leadership	1.6*
Pursue education	1.4*

Enlisted Leaving Voluntarily: Leave Reason Ranked First¹⁵

<u>Item</u>	<u>Frequency</u>	<u>Percent</u>
Career opportunities in the civilian sector	327	12.9
Pay	252	9.8
Time away from home/family	156	6.1
Limited career opportunities in my primary MOS	112	4.4
Current job assignment	105	4.1
Limitations on personal freedom	99	3.9
Promotion fairness	76	3.0
Changes in the way USMC is being utilized	73	2.9
Quality of SNCO leadership	66	2.6
Unit morale	51	2.0
Pursue education	46	1.8*
Leadership	44	1.7*
Family obligations	43	1.7*
Availability of equipment to do my job effectively	40	1.6
Opportunities for career development (trng, educ)	37	1.5
Optempo: too high	37	1.5
Anticipated future job assignments	36	1.4
Immediate seniors' treatment of subordinates	33	1.3
Racial discrimination	28	1.1
Desirability of primary MOS	28	1.1
Number of hours required by work	28	1.1
Zero defects standard of performance (low tolerance for mistakes)	27	1.1
Quality of NCO leadership	26	1.0
Retirement benefits	26	1.0
Advancement opportunities	24	.9
Current duty location	22	.9
Gender discrimination	22	.9
Authority to do my job effectively	22	.9
Quality of housing	22	.9
Quality of Field Officer leadership	21	.8
Marines I currently work with	19	.7
Quality of Junior Officer leadership	17	.7
Work not challenging enough	16	.6
Medical	15	.6

¹⁵ This is not a complete list. Items with fewer than 5 respondents are not included.

* These items were "write-ins." If presented as choices, they could have received higher frequency.

N = 2537

Feedback on my job performance	14	.6
Quality of new Marines	13	.5*
Moral standards: too low	12	.5
Immediate seniors' focus on personal advancement versus the good of the unit	11	.4
Frequency of moves	11	.4
Impact of frequency of moves or duty station location on spouse's career	11	.4
Retirement	10	.4*
Anticipated future duty location	10	.4
Optempo: too low	9	.4
Quality of Warrant Officer leadership	8	.3
Quality of life	8	.3*
Opportunity for combat training	8	.3
Interaction with monitors	8	.3
Fitness standards: too high	8	.3
Job security	7	.3
Religious discrimination	7	.3
Quality of General Officer leadership	7	.3
Too much "politics" in USMC	7	.3*
Lack of concern for well-being of troops	7	.3*
Spouse	7	.3*
Lack of fair treatment	7	.3*
Changes in USMC culture	6	.2*
Immediate seniors' technical competence	6	.2
Limited career opportunities outside my PMOS	6	.2
Appearance standards: too high	6	.2
Availability of incentive pay (e.g., bonuses)	6	.2
Medical benefits	6	.2
Availability of training to do my job effectively	6	.2
Quality of training	5	.2
Work too challenging	5	.2
Level of responsibility in my current job assignment: too low	5	.2
Immediate seniors' consideration of input from individual Marines	5	.2
Decline in "esprit de corps"	5	.2*
Fitness standards: too low	5	.2

APPENDIX D

FREQUENCIES OF ITEMS RANKED FIRST OF THE "THINGS I'LL MISS MOST" BY ENLISTED LEAVING VOLUNTARILY

Enlisted Leaving Voluntarily: "Things I'll Miss" Ranked First¹⁶

	<u>Frequency</u>	<u>Percent</u>
Friends and acquaintances	521	20.5
Marines I work with currently	308	12.1
Pride in being an active duty Marine	266	10.5
Security	238	9.4
Chance to serve country	141	5.6
Medical/dental benefits	81	3.2
Opportunity to travel	79	3.1
Participation in the mission of the Marine Corps	73	2.9
Unit cohesion and pride	56	2.2
Anticipated future job assignments	47	1.9
Primary MOS job assignments	46	1.8
Authority to do my job effectively	45	1.8
Advancement opportunities	31	1.2
Esprit de corps	31	1.2*
Feedback on my job performance	29	1.1
Opportunities for career development	29	1.1
Physical fitness standards	25	1.0
Opportunity for combat training	19	.7
Level of responsibility I am given	18	.7
Military pay	18	.7
Current job assignment	17	.7
Optempo	14	.6
Career management	11	.4

¹⁶ This is not a complete list. Items with fewer than 10 respondents are not included.

* These items were "write-ins." If presented as choices, they could have received higher frequency.

N = 2537

Top “First Choice Things I’ll Miss”: Enlisted Leaving Voluntarily¹⁷

<u>Factor</u>	<u>% as first choice (N=2537)</u>
Friends and acquaintances	20.5
Marines I work with currently	12.1
Pride in being an active duty Marine	10.5
Security	9.4
Chance to serve country	5.6
Medical/dental benefits	3.2
Opportunity to travel	3.1
Participation in the mission of the Marine Corps	2.9

Top “First Choice Things I’ll Miss”: Enlisted Females Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=151)</u>
Security	17.2
Friends and acquaintances	16.6
Marines I work with currently	13.9
Pride in being an active duty Marine	9.9
Participation in the mission of the Marine Corps	4.6
Medical/dental benefits	4.6

Top “First Choice Things I’ll Miss”: Minorities Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=764)</u>
Friends and acquaintances	18.1
Marines I work with currently	12.8
Security	9.9
Pride in being an active duty Marine	9.3
Chance to serve country	4.7
Medical/dental benefits	3.5
Opportunity to travel	3.4
Participation in the mission of the Marine Corps	2.9

¹⁷The factors ranked first in “things I’ll miss” are listed to cumulate over 65% of sample’s choices.

Top “First Choice Things I’ll Miss”: Hi-Tech Enlisted Leaving Voluntarily

<u>Factor</u>	<u>% as first choice (N=447)</u>
Friends and acquaintances	22.1
Marines I work with currently	13.2
Pride in being an active duty Marine	12.3
Security	9.8
Chance to serve country	6.0
Opportunity to travel	3.4

Top “First Choice Things I’ll Miss”: Career Enlisted Leaving Voluntarily¹⁸

<u>Factor</u>	<u>% as first choice (N=401)</u>
Pride in being an active duty Marine	17.0
Marines I work with currently	13.2
Security	11.2
Friends and acquaintances	11.0
Chance to serve country	6.0
Participation in the mission of the Marine Corps	4.5
Unit cohesion and pride	4.2
Authority to do my job effectively	3.2

¹⁸“Career” enlisted are those who have re-enlisted at least once after first term commitment

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